

Kenney
Transition Report



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Executive Summary

To prepare for the transition period between November 5, 2015, and January 4, 2016, Mayor Jim Kenney appointed a number of respected leaders from both the private and public sector to develop recommendations for making progress on ten of the Administration's top priority areas. These areas include: (1) Administrative Services, (2) Commerce and Economic Development, (3) Community, Culture and Recreation, (4) Education, (5) Environment and Sustainability, (6) Health and Human Services, (7) Housing, Planning and Development, (8) Immigration and Multicultural Affairs, (9) Infrastructure and Transportation, and (10) Public Safety.

Divided into these ten committees, each transition committee was asked to consider recommendations that are in line with the Mayor's commitment to creating an accountable, accessible government that provides not only efficient, effective services to every neighborhood, but that also provides opportunity to all Philadelphians.

In order to develop these recommendations. Transition Team members worked from November 2015 to January 2016 reviewing data, consulting expert research, analyzing the result of previous City policies and speaking with longtime City staffers. Additionally, the transition committee in partnership with Kenney 2015 conducted five town hall meetings across the City to ensure the perspective was both broad and deep on all issues.

Over 200 recommendations that came from the Transition committees will provide guidance for the Mayor and his administration as his first year moves forward. Below is an index of recommendations reported by each transition committee for the first six months, and within the first year.

Index of Recommendations

Recommendations for January 4, 2016 to July 1, 2016

Administrative Services

- Implement best practices for Service Level Agreements and Memoranda of Understanding for 311
- Articulate new service mission for 311
- Identify key staff to lead open data policy implementation in each department
- Strengthen the membership and role of the Open Data Advisory Board
- Identify indicators that demonstrate performance trends and drive improved service delivery
- Identify key staff to lead performance management in each department
- Update procurement manual and processes

Commerce and Economic Development

- Collaborate with city agencies and City Council to ensure resources supporting returning citizens are managed as efficiently and effectively as possible
- Increase impact of City services for manufacturing sector
- Realign Commerce activities and create innovative solutions to better support the small business community
- Publish master list of technical and financial assistance available for small businesses
- Complete the 2nd Annual Office of Manufacturing progress report
- Form a Small Business Advisory Committee
- Provide recommendations for streamlining the licensing process for starting a childcare center, in line with state-level changes, in support of Mayor's plan for expansion of quality Pre-K
- Form an inter-agency Collaboration Taskforce to streamline processes and prioritize business responses
- Develop a set of ambitious metrics and goals to track and increase the impact of all Commerce Department programs

Executive Summary - cont.

- Improve cooperation and collaboration between the City and Philadelphia Works to establish proper oversight and achieve shared workforce objectives
- Form a Talent Development unit to work closely with Philadelphia Works and employer partners in order to better connect jobseekers to employment opportunities
- Develop a sustainable consolidated plan for FY17 Community Development Block Grant (CDBG) funding and determine whether economic development priorities for small businesses and commercial corridors can be covered by general fund dollars
- Form a Community Development Corporation (CDC) Advisory Committee
- Develop a plan to increase the number of registered Minority and Women-owned businesses in the OEO registry by 50%
- Increase Minority and Women Owned Enterprise income from City, Quasi Public Agencies and Federal contracts from \$302 million in FY2015 to \$320 million in FY2017 and \$350 million in FY2019
- Implement recruitment plan for businesses located in Philadelphia suburbs
- Complete the strategic plan for World Heritage Philadelphia and better promote Philadelphia nationally and internationally
- Continue to promote Federal Earned Income Tax Credit

Community, Culture and Recreation

- Coordinate the Office of Arts and Culture with the Free Library, Parks and Recreation, Mural Arts Program and the Free Library of Philadelphia through the Managing Director's Office
- Partner with the Office of Immigrant Affairs on outreach to immigrant communities about arts and culture events, and education
- Inventory the status and condition of Parks, Recreation and Library facilities across the City
- Create plan to engage with more neighborhoods and communities to ensure additional access to Arts and Culture resources

Education

- Implement funding plan to invest local dollars into quality Pre-K
- Identify foundation leaders who are interested in supporting early childhood education
- Collaborate with School District and the Office of Childhood Development and Early Learning to improve the STARS quality rating system for early childhood education providers
- Facilitate meetings with community members on the desired programming for their school
- Develop a process for selecting schools to transition to community schools, targeting high need communities and already existing programs
- Strengthen the relationship between the Mayor's Office, the School District and community-based organizations
- Target employment sectors for new career and technical education (CTE) programming
- Lobby General Assembly for implementation of fair funding formula for Philadelphia Schools

Environment and Sustainability

- Convene solar industry and energy efficiency industry to understand market trends, barriers to doing business, and other needs
- Adopt a goal to reduce carbon emissions in Philadelphia 80% by 2050 and develop short-, mid-, and long-term strategies to meet reduction targets
- Conduct public stakeholder engagement on sustainability issues and environment-friendly initiatives
- Establish Green City, Clean Waters as a citywide priority
- Convene a waste and litter cabinet
- Identify a point-person in the Managing Director's Office to ensure litter and waste plans are implemented

Executive Summary - cont.

Health and Human Services

- Institutionalize Health in All Policies (HiAP) framework through an Executive Order
- Establish intergovernmental task force to implement HiAP initiatives
- Review Improving Outcomes for Children and Community Umbrella Organization Agency model and compare with national best practices to implement reforms
- Review policies and investments at Department of Behavioral Health and Intellectual disabilities Services (DBHIDS) to ensure services are going to those with the greatest need

Housing, Planning, and Development

- Establish the Housing Advisory Board and name appointees
- Develop schedule for preparation of Strategic Housing Plan
- Develop additional language access tools and personnel to communicate with business owners
- Further implement the Land Bank Strategic plan and work with City Council to transfer additional parcels to the Land Bank
- Coordinate with City Council Work Group on Affordable Housing to review identified potential funding sources to increase funding to the Housing Trust Fund
- Further implement the Department / Office of Planning and Development

Immigration and Multicultural Affairs

- Restructure the Office of Immigrant Affairs (formally know as the Mayor's Office of Immigrant and Multicultural Affairs)
- Form an advisory board to provide assistance to the Office in the formulation of City-wide policies that ensure inclusion and accountability
- Create a centralized database to enable the City to connect individuals with community organizations and nonprofits that serve the immigrant community
- Develop a plan and legislation to implement a Municipal ID program

Infrastructure and Transportation

- Establish Vision Zero Task Force policy priorities and goals
- Determine Vision Zero vision for Philadelphia
- Identify Vision Zero measurable goals
- Expand Indego Bike Share by adding new stations in neighborhoods across Philadelphia
- Issue recommendations to encourage bike share and docking station hosting
- Issue report on planning process for Circuit Trail completion
- Solicit public input for installation of new bus shelters to ensure equitable placement
- Work with SEPTA to ensure equitable rollout of SEPTA Key modernization system
- Establish Office of Complete Streets
- Create a Clean Streets working group and develop a website
- Assign an infrastructure and transportation policy advocate to work with a small team to strengthen relationships with funders, clients, vendors and the public
- Establish collaboration strategy with Commerce and the Airport on transportation and infrastructure marketing and messaging

Public Safety

- Fill commissioner vacancies on the Police Advisory Commission
- Examine hiring process in the Philadelphia Police Department with the goal of increasing diversity
- Implement Body Worn Camera program
- Determine goals and metrics for reducing Philadelphia's jail population
- Retrain officers on what constitutes reasonable suspicion in pedestrian investigations and ensure accountability for officers and commanders
- Establish and execute a timetable to increase services for victims of domestic violence.
- Inventory domestic violence programming across Philadelphia
- Sustain the Court of Common Pleas diversionary program for Domestic Violence
- Review police training and directives relevant to street harassment
- End forced transfer policy
- Ensure the discontinuation of brownouts

Executive Summary - cont.

Recommendations for January 4, 2016 - January 1, 2017

Administrative Services

- Develop workforce development improvements for 311 staff
- Review technology and telephone needs of Philly311
- Institute human resource recruitment and training functions to develop the most talented, diverse workforce that reflects the diversity of the city
- Re-design PhillyStat
- Implement eProcurement process
- Implement reverse auctioning

Commerce and Economic Development

- Create a pilot job pipeline project involving high school students and unemployed young adults
- Reorganize the Office of Neighborhood and Small Business Services in order to better support the small business community in becoming informed and gaining access to small business programs and capital
- Develop a plan to expand the City's support for manufacturing businesses and invest in building a skilled workforce for industrial and manufacturing jobs
- Work to align economic development programs with education initiatives
- Create a Talent Development division within the Department of Commerce to coordinate efforts across Philadelphia Works, the City, City Council, and other job training partners
- Collaborate with the Community Schools initiative in order to leverage economic development programs
- Develop a plan for new Sister City relationships in coordination with Citizen Diplomacy International
- Develop a plan for international trade missions to increase business relationships and opportunities
- Publish an annual report that reports on outcomes and accomplishments in the Commerce Department

Community, Culture and Recreation

- Create a centralized database to track cultural programming and access to recreational activity in neighborhoods across the City
- Explore the developmental costs of a cultural plan for the City of Philadelphia in an effort to prioritize arts and culture and expand resources for these organizations
- Develop a community scorecard on the accessibility of recreational activity in every neighborhood

Education

- Enroll students in new, high-quality, PreK programs
- Implement multiple community schools
- Develop an integrated data system to aide community schools
- Work with nonprofits and local business to assist with funding
- Reinforce and improve *READ! by 4th* program in Philadelphia schools

Environment and Sustainability

- Create an energy efficiency job training program
- Create a checklist for Capital Planning to use when evaluating sustainability impacts of investment
- Determine feasibility of implementing a city-wide LED street light replacement program
- Provide training program to City building operators to reduce energy consumption
- Develop a sustainable procurement policy for City purchases
- Revise and update the City's renewable energy purchasing policy
- Issue new Greenworks plan
- Task all City departments and agencies with contributing to the success of Green City, Clean Waters
- Develop citywide waste and litter plan

Health and Human Services

- Enhance and expand existing data sharing agreements between City departments to ensure accountability and efficiency of operation
- Strategically implement community-level city-wide response to the misuse and abuse of opioids

Executive Summary - cont.

Housing, Planning, and Development

- Complete Strategic Housing Plan
- Begin development of five-year land bank financial plan to address vacant land
- Begin development of strategic neighborhood planning & implementation teams across City departments to support new development projects

Immigration & Multicultural Affairs

- Coordinate the development of language access plans in all City agencies and departments
- Establish a centralized database of all community organizations and nonprofits that serve the immigrant community
- Develop a year round plan for cultural programming
- Collect data from each City agency and department to conduct a needs assessment and inform the development of trainings for language access and cultural competency
- Develop a Language Access Training Program that will include increasing cultural competency of service providers in each City department and agency

Infrastructure and Transportation

- Begin Roosevelt Boulevard multimodal study and analysis
- Develop recommended strategies with the Police Department to increase enforcement of speed and traffic laws
- Plan to implement 15 new miles of bike lanes and circuit trails
- Finalize implementation plan for enhanced bus service
- Develop a joint airport and airline outreach plan for the Philadelphia International Airport

Public Safety

- Implement Focused Deterrence Policing and Gun Violence Prevention policies
- Develop an implicit/explicit bias training program for all justice partners
- Continue to provide services coordination for individuals with mental illness
- Address the issues of case processing times for pre-trial defendants
- Establish a robust range of alternatives to cash bail and pre-trial incarceration for non-violent offenses
- Establish a Domestic Violence Response Team pilot program
- Align City-wide programs addressing domestic violence issues
- Develop public education campaign in partnership with community and public stakeholders to reduce street harassment

Transition Committees

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Transition Committee Co-Chair
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City Administrative Service Committee

“The vision that will guide my administration is that a diverse and inclusive city government should first and foremost deliver efficient, effective services to every single Philadelphian.”

- Mayor Jim Kenney

City Administrative Services Committee

PHILLY 311

Philly311 is the City of Philadelphia's non-emergency Contact Center that is accessible to all residents, businesses and visitors. Philly311 was created to provide a centralized point of contact for the public to receive information about city government and accept service requests on behalf of the individual operating departments. While the current 311 system is functional, there is considerable room for improvement.

We recommend that the Kenney Administration break down the barriers that have long existed between departments to ensure that accurate information is shared with 311 and operators can answer and solve constituent requests more efficiently and effectively. By enhancing the 311 system, Mayor Kenney can position Philadelphia to be a leader among municipal governments in efficient and effective online customer service technology.

In the first year of the first term, we recommend that the Kenney Administration review best practices in other cities for improving local response rates and outcomes by establishing formal agreements between city agencies and 311. The existing "siloed" city service departments lack binding service agreements with 311, which precludes an effective and efficient approach to resolving citizen service requests.

Best practices from other 311 systems across the country include implementing a Service Level Agreement (SLA) or Memorandum of Understanding (MOU) to hold city service departments more accountable for addressing and resolving issues received through the 311 intake system within a certain time frame. For example, Denver signs service level agreements and MOUs between service providers and 311 to improve service response rates. Mayor Kenney will hold departments accountable for adhering to SLAs and/or MOUs and improve compliance with them.

OPEN DATA

Philadelphia is increasingly being recognized for its work in the tech sector. Just recently, Kenney joined the Tomorrow Tour, which documents how tech and entrepreneur networks are shaping cities of the future. Open data is essential in shaping Philadelphia's future and growth in this industry and in City services.

GovLab, a research laboratory, published a list of companies that have grown rapidly due to open data shared by government. Growing companies bring jobs and increase the economic vitality of our cities. Baltimore's *OpenBaltimore* and Seattle's *Open Data* are both great examples of how the government can help their cities become more accountable and transparent and at the same time attract public and private investment. For Philadelphia, involving every agency and department with an open data policy that includes key performance metrics will allow for improved access to resources that affect quality of life, health, and community well-being outcomes.

The Open Data team should work with City departments to update and strengthen the open data policy, identify additional data sets that can be released to the public, and provide support in the development of mechanisms to share and release the data. First year, first term priorities should include working towards expanding open data policy to include an open data improvement plan from each department that cites specific data releases and timelines, and enhancing civic engagement through data. We recommend that Mayor Kenney identify a point person in each department to lead open data policy implementation so that all city agencies and departments are engaged in the open

City Administrative Services Committee - cont.

data policy. To encourage diversity and inclusion, Mayor Kenney will strengthen the role of the Open Data Advisory Board. The board will be tasked with increasing accessibility, broadening the audience of open data releases, and soliciting input from the public in developing an overall strategic plan.

PERFORMANCE MANAGEMENT

Philadelphia's city government made progress over the past four years in establishing standards and processes in a number of key areas for collecting and utilizing data to make informed policy and service decisions. But there is much work to be done to fully integrate performance management across all City operations and services in ways that lead to better outcomes and continuous improvements.

We recommend that Mayor Kenney position Performance Management as a city-wide, data-driven, and integrated system of strategies designed to improve the effectiveness and efficiency of city operations, both in services to city resident and the services that support departments and operations.

The Performance Management team should work with departments to strengthen strategic goals, identify meaningful indicators that can demonstrate service trends and improvements, build capacity to collect and analyze data, and design user-friendly tools to communicate performance metrics internally and to the public. The Performance Management team should re-design, test, and roll-out a new process that improves the sharing of information and accountability of departmental management. This model should be internal and focused on collaborating within and across departments to solve complex issues together while also highlighting best practices in performance measurement and management. A separate set of strategies and tools, such as public performance dashboards, similar to Baltimore or Seattle, should be employed to publicly share performance data.

First year, first term priorities should include building the capacity of departments to align measures to strategic goals and collect and utilize performance data to make service improvement decisions.

We also recommend that Mayor Kenney support evaluation and improvement plans to ensure high quality services. Departments should be required to improve data sharing for the purposes of strengthening performance and sharing performance data with the public. The administration should also engage community stakeholders in informing performance improvements through a citizen survey and community focus groups.

PROCUREMENT

The City of Philadelphia is a \$7.5 billion-dollar enterprise that consumes more than \$1 billion dollars in goods and services each year. Within his first year, the Mayor should implement reforms that modernize the City's procurement methods, making the distribution of city contracts a more transparent and accessible process for both the public and local businesses. This should be accomplished through the implementation of reverse auctioning, increasing the use of local and vendors, reviewing, developing, and committing to diversity and inclusion goals, exploring the use of vendors that are environmentally conscious, obtaining optimum efficiency across procurement procedures with a focus on eProcurement, and developing procurement manuals to streamline procurement processes.

City Administrative Services Committee - cont.

A reverse auction procurement method is an electronic based process where vendors bid and then re-bid until the lowest price is identified. Rather than simply issuing a request for proposals and selecting the lowest bid, reverse auctioning permits vendors to compete against each other to win the contract, ensuring the lowest possible bid - not just the lowest bid submitted. Studies show that organizations that implement reverse auctioning save an average of 5 percent to 15 percent over prices previously paid, with potential savings of up 20 percent. Moreover, using online reverse auctions can reduce time for procuring goods and services from months to weeks, or even days.

Government agencies that have implemented reverse auctioning have also experienced significant savings across a wide spectrum of goods. In fiscal year 2015, the city of Philadelphia launched a pilot program using reverse auctioning on two contracts and expects an estimated savings of 4.6% and 5.8%, respectively.¹ The U.S. Post Office implemented reverse auctioning and generated over \$100 million in savings, while other federal agencies experienced savings ranging between 12% to 48% under various auctions during a pilot program. Mayor Kenney should continue his commitment to implementing the reverse auction procurement method.

It is also Mayor Kenney's diversity and inclusion priority to increase the use of local vendors, especially those that are minority, women, or disabled owned businesses (MWDSBE). In fiscal year 2015, the City awarded \$303 million in MWDSBE contracts. The Office of Economic Opportunity lists 2,440 certified MWDSBE vendors. Although the City of Philadelphia has done well in increasing diverse participation in the City's contracting process, only 32% of contracts per department in fiscal year 2015 were awarded to a MWDSBE vendor.² The Mayor should continue to support awarding contracts with a general preference for local Philadelphia vendors, with a special emphasis on local MWDSBE vendors.

The Mayor should also institute a Green Procurement Policy for the purchase of City goods. Pennsylvania recently instituted its own green procurement requirements, and the federal government and other countries have done the same. The city currently has a goal to develop a green procurement program as part of the Greenworks plan, but it has yet to be implemented. Within his first year, the Mayor should direct the Mayor's Office of Sustainability to work with outside partners and the Procurement Department to determine a list of environmentally harmful or unfriendly products, elements and services. Whenever an Environmentally Friendly Product (EPP) is available, and of comparable price, then it should be given first preference. This should be also be part and parcel to the development of the local procurement program which will further incentivize environmentally friendly production and manufacturing here in Philadelphia.

Internally, the Mayor should task the Chief Administrative Officer to begin implementing an eProcurement system and to update procurement manuals to streamline procurement processes. eProcurement will provide technological capacity to manage vendors, manage bidding, and manage contracts once bids have been accepted. This system will refine cost control and align the people, processes, and technologies, thus optimizing efficiency within the City.

The Procurement Department will see increased staff turnover due to upcoming retirements. In order to insure a smooth transition of staff tasks and responsibilities, Procurement should be tasked with updating and streamlining policies and procedures.

¹ "Fiscal Year 2015 Budget Testimony," Procurement Department. March 31, 2014.

² Office of Economic Opportunity. Annual Report-Fiscal Year 2015. 2015, 8.

City Administrative Services Committee

GOALS & PROGRESS

By July 1, 2016:

Philly 311

- Implement best practices for Service Level Agreements and Memoranda of Understanding
- Articulate new service mission for 311

Open Data

- Identify key staff to lead open data policy implementation in each department.
- Strengthen the membership and role of the Open Data Advisory Board

Performance Management

- Identify indicators that demonstrate service trends and drive improved service delivery
- Identify key staff to lead performance management in each department

Procurement

- Establish a green procurement policy for city purchases
- Update procurement manual and processes

By January 1, 2017:

Philly 311

- Develop workforce development solutions for 311 staff
- Review technology and telephony needs of agency

Open Data

- Develop an open data improvement plan for each department

Performance Management

- Re-design PhillyStat
- Institute human resource recruitment and training functions to develop the most talented, diverse workforce that reflects the diversity of the city

Procurement

- Implement eProcurement process
- Implement reverse auctioning

Commerce and Economic Development Committee

“We will work together to continue the success we’ve seen in Center City and expand that opportunity to every neighborhood and any person.”

- Mayor Jim Kenney

Commerce and Economic Development Committee

First year, first term recommendations include focusing on returning citizens, increasing employment opportunities for high school students and young adults, blue-collar and low-skilled jobs, increasing services to neighborhood small businesses, improving oversight and coordination, and strengthening advocacy efforts with the state to expand workforce development resources.

Job Growth and Small Business Development

Although Philadelphia has a strong and growing economy, not every resident benefits from the city's prosperity. Mayor Kenney should work toward ensuring that everyone has an opportunity to succeed, with a particular focus on high school students and young adults preparing to enter the workforce. Through the creation of an apprenticeship advisory board, Mayor Kenney should help guide training that fosters 21st century skills in science, technology, engineering and math (STEM) jobs that will increase wages for high school students and young adults. Mayor Kenney should also evaluate Career and Technical Education program capacity in order to match job opportunities with appropriate skills for 21st century demands. Furthermore, in the next twelve months, the Mayor should create a career pipeline pilot involving high school students and unemployed young adults.

Small businesses are the engines of our economy. Mayor Jim Kenney should reorganize the Office of Neighborhood and Small Business Services in order to better support the small business community in becoming informed and gaining access to small business program and capital. The Mayor should also focus efforts on coordinating the City departments, Philadelphia Industrial Development Corporation (PIDC), Community Development Finance Institutions, Community Development Corporations, City Council and other stakeholders to develop and expand a master list of all programs and services for small businesses, including access to capital and will disseminate this information widely and make available on the City's online Business Services Center. Within the first 12 months, a new mandate should be set to promote and validate high-functioning inter-agency collaboration with Licenses and Inspections, Revenue, Health and other City departments in order to provide effective and efficient services to small businesses. Mayor Kenney should also convene a Small Business Advisory Board to work in partnership on developing goals for a business-friendly city. Increasing the language and cultural capacity of the City to better serve immigrant-run business is a priority for the Mayor during his first year. The Administration should prioritize innovative ways to provide small businesses across the city with the right resources and unique partnerships to help them succeed.

In his first year, Mayor Kenney should develop a plan to expand the City's support for manufacturing businesses and invest in building a skilled workforce for modern-day industrial and manufacturing jobs. Enabling businesses to identify in-demand skills and connect workers with the opportunities to build those skills is key. Mayor Kenney should prioritize a more streamlined and efficient workforce system in order to increase coordination, lower administrative costs, and simplify reporting requirements. Above all, Mayor Kenney should ensure vulnerable populations, such as individuals with disabilities and reentering citizens have the skills necessary to be successful in businesses that provide competitive, integrated employment.

We recommend that Mayor Kenney continue to establish partnerships and strengthen existing relationships with higher education institutions such as Community College of Philadelphia, Temple University and Drexel University to help with training and skills development using their expertise and facilities. Finally, within the first year, Mayor Kenney should create a corporate network of volunteer mentors that will contribute to forwarding these commerce and economic goals.

Commerce and Economic Development Committee - cont.

Returning Citizens

Mayor Kenney firmly believes that individuals who have served their time and repaid their debt to society for past crimes should be given a chance at redemption and success. Denying this opportunity only perpetuates a cycle of recidivism that leads back to prison, or to an early grave. Jim has consistently supported reentry programming, proudly supporting the City Council ordinance banning businesses from asking a person whether they have a criminal record on an initial job application.³ While this legislation was a great first step, Kenney knows that the City can and must do more to help returning citizens become productive members of society.

In his first year as Mayor, Jim should develop a real plan for returning citizens that provides educational and employment opportunities to reduce recidivism and allows for these individuals to remain in their communities and be productive members of society. There are many non-profit organizations and agencies working hard to reduce recidivism, improve economic opportunity, and provide services for returning citizens. As Mayor, Jim should convene and collaborate with city agencies and City Council to ensure resources supporting returning citizens are handled as efficiently and effectively as possible.

Workforce Innovation and Opportunity Act

Mayor Jim Kenney should also work closely with stakeholders to implement the recent update to the Workforce Innovation and Opportunity Act. Specifically, Mayor Kenney should work to align workforce development programs with economic development and education initiatives.

He should also ensure better cooperation and collaboration between the City, Philadelphia Works, and City Council to establish proper oversight and achieve shared workforce objectives. Mayor Kenney should foster and assist in the development of blue-collar and lower skilled jobs to provide employment opportunities for workers so they can live successful and productive lives in Philadelphia. In the first year, Mayor Kenney should create a Talent Development division within the Department of Commerce to coordinate efforts across Philadelphia Works, the City, City Council, and other job training partners.

Rebuilding and Revitalizing our Communities

Mayor Jim Kenney has committed to rebuilding and revitalizing the chronically overlooked and underserved communities across the city. To this end, in his first year, Mayor Kenney should form a Community Development Corporation Advisory Committee to provide feedback on existing City programs, to inform needs, and to assist with identifying new solutions. Mayor Kenney should develop a sustainable Consolidated Plan for FY17 Community Development Block Grant (CDBG) funding to ensure that commercial corridor programs are fully funded and not overly restricted by Federal requirements.

Diverse, Inclusionary Participation and Economic Opportunity

In his first year of office, Mayor Kenney should develop a plan that will lead to increasing the number and the capacity of registered Minority and Women-owned businesses in the OEO registry by 50%. Mayor Kenney is also committed to increasing the share of income that minority and women owned businesses receive from City, Quasi Public Agencies and

³ Bill Number 110111-A,

Commerce and Economic Development Committee - cont.

Federal contracts from \$302 million in FY15 to \$320 million in FY17 and \$350 million in FY19. Starting in the first year, the Mayor should ensure close coordination between the City, chambers of commerce, and other intermediaries serving women and minority-owned businesses to maximize efforts and efficiency.

Recruiting Businesses to Philadelphia

To further recruit and retain a diverse set of businesses, ensuring that Philadelphia is a city where employers flock, entrepreneurs thrive, and innovation abounds, Mayor Kenney has three priority tasks for his first year. The Mayor should launch a campaign to recruit businesses from surrounding counties to open a Philadelphia office. Secondly, he should explore tax policy reform efforts that make Philadelphia competitive in attracting new businesses and retaining existing jobs. Finally, Mayor Kenney should leverage all international activities to create business opportunities for Philadelphians.

The Department of Commerce should continue to build its list of prospects (firms headquartered or that have a presence in the surrounding counties) and strategically reach out to these prospects to provide them with information about the benefits of opening an office in Philadelphia. The Commerce Department should present each company with information about tax credit opportunities, real estate options, and local talent, among other relevant information. If and when companies decide to relocate or open a new office in Philadelphia, the Commerce Department should provide support as needed.

Leveraging International Activities to Create Business Opportunities for Philadelphians

In order for Philadelphia to compete in the 21st century economy, the City will have to prioritize building and maintaining international business relationships. The Commerce Department should lead this effort by creating a position of Director of International Investment which would be focused on making Philadelphia an attractive place for investors from around the world. The Director would interface with the Citizens Diplomacy International and the City Representative to grow opportunities for foreign investment. Opportunities to build new trade relations and attract new businesses include building upon Philadelphia's World Heritage designation, international conferences held in Philadelphia such as the Urban Land Institute Conference, maximizing existing sister city relationships and considering new strategic sister city relationships, signing economic partnership agreements, and developing commercial relationships with the many international delegations that visit our city throughout the year.

Serving Philadelphia's Low-Income Residents

In January, the City launched the You Earned It campaign to help tens of thousands of Philadelphia residents apply for the Federal Earned Income Tax Credit (EITC). The credit is designed for individuals and families who earn low to moderate incomes. Eligible taxpayers who apply for the EITC would pay reduced taxes or even receive a tax refund. The Philadelphia Department of Revenue estimates that 40,000 City residents who are eligible do not apply for Federal EITC, leaving nearly \$100 million in tax credits unclaimed. Additionally, as part of the outreach strategy of the You Earned It Campaign, the City is providing free tax preparation services at nearly 30 locations for many who are eligible for the federal Earned Income Tax Credit (EITC). The purpose of the campaign is to make residents aware of the tax credit opportunity, as well as remove the barriers that deter people from applying for the credit. Philadelphia residents can learn more about the EITC, or obtain assistance by visiting <http://www.youearneditphilly.com/>.

Commerce and Economic Development Committee

GOALS & PROGRESS

By July 1, 2016:

Returning Citizens

- Collaborate with city agencies and City Council to ensure resources supporting returning citizens are managed as efficiently and effectively as possible

Job Growth and Small Business Development

- Increase city support for the manufacturing sector
- Realign Commerce activities and create innovative solutions to better support the small business community
- Compile and publish master list of technical and financial assistance for small businesses
- Complete the 2nd Annual Office of Manufacturing progress report
- Form a Small Business Advisory Committee
- Provide recommendations for streamlining the licensing process for starting a childcare center, in line with State changes, in support of Mayor's plan for expansion of quality PreK
- Form an inter-agency Collaboration Taskforce to streamline processes and prioritize business responses
- Develop a set of ambitious metrics and goals to track and enhance the effectiveness of all Commerce Department programs

Workforce Innovation and Opportunity Act

- Improve cooperation and collaboration between the City and Philadelphia Works to establish proper oversight and achieve shared workforce objectives
- Form a Talent Development unit to work closely with Philadelphia Works and Workforce partners in order to better connect jobseekers to employment opportunities

Rebuilding and Revitalizing our Communities

- Develop a sustainable consolidated plan for FY17 Community Development Block Grant (CDBG) funding and determine whether economic development priorities for small businesses and commercial corridors can be covered by general fund dollars
- Form a CDC Advisory Committee

Diverse and Inclusionary Participation

- Develop a plan to increase the number of registered Minority and Women-owned businesses in the OEO registry by 50%
- Increase Minority and Women Owned Enterprise income from City, Quasi Public Agencies and Federal contracts from \$302 million in FY2015 to \$320 million in FY2017 and \$350 million in FY2019

Recruiting Businesses to Philadelphia

- Implement recruitment plan for businesses located outside of Philadelphia

Leveraging International Activities to Create Business Opportunities for Philadelphians

- Complete the strategic plan for World Heritage Philadelphia and begin implementation to promote Philadelphia nationally and internationally

Serving Philadelphia's Low-Income Residents

- Continue to promote Federal Earned Income Tax credit

Commerce and Economic Development Committee

GOALS & PROGRESS

By January 1, 2017:

Job Growth and Small Business Development

- Create a pilot job pipeline project involving high school students and unemployed young adults
- Reorganize the Office of Neighborhood and Small Business Services in order to better support the small business community in becoming informed and gaining access to small business programs and capital
- Develop a plan to expand the City's support for manufacturing businesses and invest in building a skilled workforce for industrial and manufacturing jobs
- Work to align economic development programs with education initiatives

Workforce Innovation and Opportunity Act

- Create a Talent Development division within the Department of Commerce to coordinate efforts across Philadelphia Works, the City, City Council, and other job training partners
- Collaborate with the Community Schools initiative in order to leverage economic development programs with the Community School model

Leveraging International Activities to Create Business Opportunities for Philadelphians

- Develop a plan for new Sister City relationships in coordination with Citizen Diplomacy International
- Develop a plan for international trade missions to increase business relationships and opportunities
- Publish an annual report that reports on outcomes and accomplishments in the Commerce Department

Community, Culture and Recreation Committee

“From preschool to kindergarten, all the way through high school and onward, arts and culture are a tremendous part of a person’s development.”

- Mayor Jim Kenney

Community, Culture and Recreation Committee

Philadelphia has a vibrant and growing arts community and a kaleidoscope of cultures represented within its neighborhoods. Investing in arts, culture and recreation strengthens the diversity of our community, improves the quality of life of our region, and spurs economic growth and activity. Many major cities have recognized the enormous value of having a thriving creative sector, and have formed offices within municipal government to strengthen this sector of the economy. Mayor Kenney must continue to strengthen the arts and culture of Philadelphia and showcase these treasures to the rest of the world.

Office of Arts, Culture and the Creative Economy

In his first year, Mayor Kenney should refocus the work of the existing Office of Arts, Culture and the Creative Economy to be a convener of arts organizations. This office will also align its work more closely with the programs conducted by the Department of Parks and Recreation and the Free Library of Philadelphia, using the Managing Director's Office to better integrate and deliver these services across the government.

Additionally, Mayor Kenney will use the Office of Immigrant Affairs to serve as a bridge between arts, culture, and various ethnic communities and neighborhoods. Partnerships should also be made with existing arts and culture organizations in order to increase resources and improve community engagement and inclusion. These relationships will help to highlight the visibility of these organizations and activities and promote them to a broader audience.

In order to further these goals, the Kenney Administration should begin the development of a comprehensive cultural plan during its first year in an effort to find ways to prioritize and strengthen this important sector of the economy.

Collaborating with School District

In recent years, public school curricula across the nation have shifted priority toward the common core subjects of reading and math. However, art education is equally important to the development of our children. Mayor Kenney should work in tandem with the Office of Arts and Culture and the School District of Philadelphia to improve access to quality arts education. Studies show a correlation between art education and academic achievement in other subject matters. A report by Americans for the Arts states that young people who participate regularly in the arts (three hours a day on three days each week through one full year) are four times more likely to be recognized for academic achievement, participate in a math and science fair, or win an award for writing an essay or poem than children who do not participate.⁴

During its first year, the Kenney Administration should create a centralized database to track whether schools have access to cultural programming. The Administration will also explore options with SEPTA to extend eligible hours of use for student transit passes to improve accessibility to after-school activities. This change would make it easier for students to participate in more school and community-based organizations that extend beyond school hours.

⁴ Lynch, G. H. (n.d.). PBS Parents. The Importance of Art in Child Development.

Community, Culture and Recreation Committee - cont.

Neighborhood Infrastructure

Strong neighborhood infrastructure, like parks, libraries, and recreation centers, are essential to the health of the community. Among our country's big cities, Philadelphia ranks at the bottom of spending on Parks and Recreation - at just \$12 per citizen. That is a tragic mistake given that properly funding these community centers can have an incredibly cost-effective impact on public safety, our citizens' education, and job creation. Children with safe, recreational places to go after school or on weekend are less likely to get into trouble and more likely to find an interest that furthers their academic, athletic or social skills. Just 15 minutes of time outside of school allows children to behave better in class and learn more.⁵

These community centers also have the potential to support the community school model and Pre-K expansion, creating additional jobs and resources for the community. Particular focus by the Kenney Administration should be on steering investment into neighborhoods that have long been neglected and currently have a shortage of quality programming. These investments will improve the physical facilities, as well as expand access to recreation and other types of programming that will improve outcomes for citizens. The Managing Director's Office should work to assess the existing availability of these programs in neighborhoods across the city in order to identify areas that are lacking and in need of additional support.

⁵ Taylor, Danielle. "Statistics of Play," National Parks and Recreation Association. August 1, 2012. Online.

Community, Culture and Recreation Committee

GOALS & PROGRESS

By July 1, 2016

- Coordinate the Office of Arts and Culture with the Free Library, Parks and Recreation, Mural Arts Program and the Free Library of Philadelphia through the Managing Director's Office
- Partner with the Office of Immigrant Affairs on outreach to immigrant communities about arts and culture events, and education
- Inventory the status and condition of Parks, Recreation and Library facilities across the City
- Create plan to engage with more neighborhoods and communities to ensure additional access to Arts and Culture resources

By January 1, 2017

- Create a centralized database to track cultural programming and access to recreational activity in neighborhoods across the City
- Explore the developmental costs of a cultural plan for the City of Philadelphia in an effort to prioritize arts and culture and expand resources for these organizations
- Develop a community scorecard on the accessibility of recreational activity in every neighborhood

Education Committee

“Creating a solid, productive public education system in Philadelphia will determine whether our city flourishes or fails in the next century.”

- Mayor Jim Kenney

Education Committee

The quality of education that children receive shapes their access to resources and opportunities that affect quality of life and health outcomes. Universal Pre-K and community schools are Jim Kenney's top two initiatives as Mayor, as well as increasing access to career and technical education for high school students. The Kenney Administration is dedicated to providing a quality education to every Philadelphia child as well as preparing every student for the economy of the 21st century.

In the first year of his Pre-K initiative, Mayor Kenney should focus on coordinating the addition of new, full-day facilities targeted at high-need areas as well as improving quality among Pre-K providers. As a first step towards implementing universal Pre-K, Mayor Kenney should create new full day Pre-K seats for three and four year old Philadelphians in need. The Pre-K initiative should help the largest number of children possible get access to quality education, and leave them Pre-K ready for Kindergarten and 1st grade because they have received quality education.

Mayor Kenney is also focused on creating community schools that offer school-based family service centers. These schools will address the social and economic factors that negatively impact a child's successful education.

Jim Kenney believes that every young person in Philadelphia should be given the training and tools to succeed in the 21st century economy. Career and Technical Education (CTE) training is essential to providing all students with the skills necessary to either attend college, or find and keep a job after graduation. South Philadelphia High School has been a terrific example of how CTE courses can and should be used to train students for future employment.⁶

Pre-K

Mayor Kenney believes the best way to ensure that Philadelphia's children are prepared to succeed in their education and in their life is to give them a strong base at a young age. Quality early childhood education efforts have garnered tangible results in other cities. Studies have shown that students who attend quality Pre-K programs are nine months ahead of their peers in reading, seven months ahead in writing and five months ahead in math.⁷ The return on investment for funding quality preschool ranges from \$4 to \$16 saved for every \$1 invested in the form of reduced need for social services, special education, remediation, and public safety activities as well as increased tax revenue. In particular, quality early childhood education investments have been repeatedly shown to shrink the achievement gap, as children in low-income families benefit the most as compared with children from moderate- and upper income-families.⁸

Part of implementing universal pre-k will be obtaining the funds to do so. The Kenney administration should identify private partners for assistance with the start-up of the City's Pre-K Plan. Although the City of Philadelphia will be contributing public sector financing for the pre-k initiative, as well as leveraging funding from the Commonwealth of Pennsylvania and the U.S. government, there is an important role for private partners to support the start-up for the City's pre-k initiative. The Kenney Administration should develop a menu of opportunities for discussion with potential private investors such as the creation of facilities, purchase of durable goods associated with quality pre-K curriculum and workforce training. The Kenney administration should determine whether the private and foundation leaders are interested in forming a funder or partner group as part of their participation in the work to assure coordination and leverage resources most efficiently and effectively. Engaging leaders from the philanthropy and private business will be key.

⁶ Dan Hardy. Technical education students tackle real-life problems. The Notebook. February 11, 2014.

⁷ Gormley, William T. 2013. Oklahoma's Universal Preschool Program: Better Than OK. Georgetown Public Policy Review. ; Gormley et al., 2008. The Early Years: Preschool Programs Can Boost School Readiness. Science. 27 June 2008. Vol. 320 no. 5884 pp. 1723-1724.

⁸ Minervino, J., and R. Pianta. —Early learning: The new fact base and cost sustainability. *Lessons from Research and the Classroom*. (Washington: Bill & Melinda Gates Foundation, 2014), 8.

Education Committee - cont.

Over the next year, the administration should diligently work on adding new, quality, full day Pre-K facilities targeted at high need communities. Supporting materials that clearly articulate the goals, vision and strategies of Mayor Kenney's Pre-K agenda should be developed so that citizens remain informed. The administration should collaborate with the School District and the Pennsylvania Office of Child Development and Early Learning in order to best coordinate resources and improve Keystone STARS, an initiative committed to continuously improving efforts of early learning programs. Securing administration staff and building a team to implement Pre-K will be essential for its success. A city planning and oversight team should be created to supplement the efforts of the administration. One of the tasks this team will tackle in the first year is engaging high school graduates and any Philadelphia citizen interested in early childhood education while partnering with higher education to ensure that students have the resources needed to follow through. To accomplish all of these goals over the next year, streamlining communication between the Mayor's Office, city agencies, state entities, stakeholders and providers will be key. With all hands on deck, Mayor Kenney's universal Pre-K launch will benefit all of Philadelphia's children and allow them to reach their full potential.

Mayor Kenney understands that his efforts to improve the City's early childhood education system will only be successful if there are enough quality instructors to teach the kids. Many of these instructors can come directly from the existing early education workforce, while additional spots are created for students from Philadelphia high schools and colleges with the right guidance. Over the next 12 months, the Kenney administration, in coordination with the School District, should develop and implement meaningful strategies to support career and technical education for Philadelphia high school students who wish to pursue early childhood education. This would enable students to graduate CDA-ready with applicable early childhood education credit for college. To support this effort, Mayor Kenney should develop a public messaging campaign within the next year regarding the school-to-jobs pipeline to keep young students involved and informed. When Philadelphia's youngest citizens feel empowered and have the necessary guidance, they do succeed.

Community Schools

Community schools are not a new idea, however Philadelphia has yet to adopt a model specific to the neighborhood schools in our city. Nationally, the development of community schools has been widespread. New York City has committed to developing several new community schools and both Cincinnati and Boston have expanded their programs.⁹ Building on national best practices, Mayor Kenney can transform schools into neighborhood centerpieces to ensure that every child receives quality education and every neighborhood has access to necessary service providers.

Mayor Kenney has pledged to create 25 community schools over the next four years. The process for selecting schools to transition into community schools should be developed over the next year targeting high need communities and already existing programs. Open space in school buildings may be utilized by service providers for a myriad of services, from health and wellness to mentoring and career training.

The decisions on what exact services to provide should come from the communities themselves, forming from the bottom-up, instead of the top-down. In order to deliver on this promise, the Kenney administration, alongside City Council, should clarify and communicate the purpose and implementation model of community schools in the first year to ensure that citizens are properly informed. Members of the community should have the opportunity to meet site-based coordinators to discuss exact community needs and concerns regarding community schools. The progress of

⁹ Coalition for Community Schools. New York City Mayor Announces \$150 Million Investment to Convert Lowest-Performing School Into Community Schools. November 4, 2014.

Education Committee - cont.

these schools will be measured to supplement the community school model and boost the effectiveness of daily operations. The Kenney administration should develop an integrated data system within the first twelve months to aide community schools and ensure accountability. The collected metrics will be shared with the public in the form of a progress report. None of this would be possible to accomplish over the next year without a strong foundation of support from other city entities. Mayor Kenney should work to strengthen the relationship between the Mayor's Office, City Council, the School District, and community based organizations. The success of community schools is contingent upon a team effort.

Education Funding

Ensuring that Philadelphia's schools are properly funded is a principle requirement of the Commonwealth of Pennsylvania and the City of Philadelphia. Mayor Kenney recognizes this fact and throughout his career of public service has consistently supported additional funding for Philadelphia schools. Since 2011, Philadelphia has provided over \$400 million in new recurring revenue to fund the School District of Philadelphia, an increase of 49%.¹⁰ At the same time, Pennsylvania has slashed support of Philadelphia schools by \$300 million.¹¹ A compromise budget that had been proposed in 2015 would have added an additional \$377 million in statewide education funding, but was never approved by the General Assembly. Governor Wolf plans to push for an additional \$200 million in his FY16-FY17 budget. To be distributed using the Basic Education Funding Commission formula which was unanimously approved by the bipartisan Commission.¹² Mayor Kenney is fully supportive of Governor Wolf's proposals, and has lobbied for the adoption of this new education funding. School Districts across Pennsylvania are feeling this funding crunch as well, and Mayor Kenney should work with these municipalities and districts to form a coalition that advocates for additional education funding. Philadelphia is not in this alone, but it will take a concerted effort to ensure that we work together with stakeholders to ensure Philadelphia gets its fair share.

Mayor Kenney should also work closely with local businesses and nonprofits to provide resources to the School District. Philadelphia is home to some of the greatest hospitals, universities and nonprofit institutions in the nation. Some of these institutions are so large that their annual operating budget is larger than that of the City of Philadelphia. It is undeniable however that the increased expansion of these institutions has allowed them to take over more real estate that once contributed tax dollars to the City and School District. Mayor Kenney believes that many of these institutions, especially the larger nonprofits, have benefitted from City services, and can and should be contributing more. Boston has been a model on how to work collaboratively to provide a greater public benefit from these institutions. After the completion of Mayor Menino's "PILOT Task Force", Boston was able to significantly increase both the money and services provided by nonprofits. In 2013, Boston received \$23 million through PILOT's and SILOT's valued at \$28.9 million. While Philadelphia has a different tax structure, and our nonprofits provide substantial economic benefits to the City, Mayor Kenney will work with these large nonprofits to determine the value of the public benefits they provide, and begin a negotiation on how they can provide more benefits, or funds, to support education in Philadelphia.

It is important to note, however, that given the reluctance of Philadelphia's universities to participate in PILOTS in recent years and the inability of the City to legally compel them to participate, that this funding source cannot be counted upon to fund major initiatives like Pre-K, which estimates have shown will require at least \$60 million in recurring revenue from the City in addition to one-time support from philanthropies and the private sector. Regardless, given the structural budget deficit facing our K-12 schools, it is still an important avenue of funding worth pursuing.

¹⁰ Center for Regional Politics. Policy Brief How Well Does Philadelphia Support its Public Schools? A New Perspective. January 2016.

¹¹ City of Philadelphia Five Year Fiscal and Strategic Plan for Fiscal Years 2016 – 2020.

¹² Kevin McCrory. Last year's budget unresolved, Gov. Wolf adds \$200 million to education funding request. February 3, 2016.

High Quality K-12 Education

With the current national unemployment rate for high school dropouts being 9.4% and the City facing a 65% four-year graduation rate, Philadelphia must do a better job of preparing students for college and future employment and do more to provide the right support for students. Mayor Kenney has committed to improving the lines of communication between schools and the Mayor's Office by visiting one school per week and meeting with groups of principals on a regular basis to ensure they have adequate support and resources.

South Philadelphia High School has been a terrific example of how career and technical education (CTE) courses can and should be used to train students for future employment. At South Philadelphia, CTE students are learning how to repair and network computer systems, and engineering students use their design programs to reconfigure the storm water drainage system at their school, even using a 3D printer.¹³ These students are learning real-life transferrable skills that will help them in life and in school. Data also support the importance of CTE courses. The City's CTE schools had a 20% higher graduation rate in 2013, and a study from Johns Hopkins University found that CTE students generally were far more likely to graduate on time compared to the rest of School District students.¹⁴ Mayor Jim Kenney should work with the School District to ensure that the goals of their Five-Year Strategic Plan are implemented, and CTE programming is expanded to more and more high schools. These classes provide real world skills, and provide incentives for students to want to come to school and learn – and graduate.

READ! by 4th

Mayor Kenney should continue the development and implementation of the Citywide READ! by 4th campaign over the next year. The program is a collaboration of over 50 organizations with the goal of doubling the number of students reading at grade level from Kindergarten through third grade by 2020. The statistics are staggering. In 2012 more than half of the City's 13,855 public school third graders could not read on grade level.¹⁵ More must be done. READ! by 4th will enable Mayor Kenney to collaborate with the School District to support teachers by providing professional development on literacy and reading strategies. In the next 12 months, the Kenney Administration should work to ensure that reading improvement is paramount to the City's summer activities and children are continuing development outside of the standard school year. Mayor Kenney should do everything he can to make sure that more children have the tools to read at grade level.

¹³ Dan Hardy. Technical education students tackle real-life problems. The Notebook. February 11, 2014.

¹⁴ Id.

¹⁵ Fairmount Ventures. *READ! by 4th: Ready, Engaged, Able, Determined.* Community Solutions Action Plan.

Education Committee

GOALS & PROGRESS

By July 1, 2016

Pre-K

- Implement funding plan to invest local dollars into quality pre-k
- Identify foundation leaders who are interested in assisting with funding
- Collaborate with School District and the Office of Childhood Development and Early Learning to improve the STARS quality rating system

Community Schools

- Facilitate meetings with community members on the desired programming for their school
- Develop a process for selecting schools to transition to community schools, targeting high need communities and already existing programs
- Strengthen the relationship between the Mayor's Office, the School District and community-based organizations

K-12 Education

- Target employment sectors for new Career and Technical Education (CTE) programming
- Lobby General Assembly for implementation of a fair funding formula for Philadelphia Schools

By January 1, 2017

Pre-K

- Enroll students in new, quality, PreK seats

Community Schools

- Implement multiple community schools
- Develop integrated data system to aide community schools

K-12 Education

- Work with nonprofits and local business to assist with funding

READ! by 4th

- Reinforce READ! by 4th program in Philadelphia schools

Environment and Sustainability Committee

“One of my proudest moments in City Council was creating the first Committee on the Environment so that we could protect our air and water from pollution and ensure that our natural resources would be there for generations to come. As mayor, I look forward to making public transportation more energy efficient, increasing the City's access to green spaces, and reducing the City's carbon footprint.”

- Mayor Jim Kenney

Environment and Sustainability Committee

Mayor Kenney has been a leader on environmental protection, especially in ensuring that environmental impacts and concerns are considered in every decision made by city government. As City Councilman, he started the first City Council Committee on the Environment. He began discussions on important environmental issues, such as the use of electric and hybrid vehicles, storm water management, and the implementation of a green roof tax credit.

During his campaign, Mayor Kenney stressed that locating, cultivating, and maintaining access to green space in every Philadelphia neighborhood is vital to the success and growth of the city. He also believes that Philadelphia must invest in making City buildings increasingly energy-efficient. In 2014, along with his City Council colleagues, Jim Kenney pushed for the Department of Public Property to audit all police and fire stations to determine necessary repairs and enhancements to make the buildings safer and more affordable to operate. As mayor, he should continue these efforts.

In his first year, Mayor Kenney should strengthen Philadelphia's role as a leader in building energy efficiency, to supporting workforce development and business attraction to grow clean economy jobs, to updating the City's comprehensive sustainability plan with climate adaptation planning goals, and to advancing the City's Green City, Clean Waters plan with full support from all City agencies.

Building Energy Efficiency

Sixty percent of Philadelphia's greenhouse gas (GHG) emissions come from the building sector¹⁶. At the same time, Philadelphia is experiencing an unprecedented building boom. Growing our economy and protecting our environment are not mutually exclusive. The Mayor should work towards updating City codes for energy efficiency under the Uniform Construction Code.

To continue City government leadership in building energy efficiency, Mayor Kenney should support expanding energy efficiency retrofits of City-owned buildings. The City of Philadelphia owns and manages more than 600 facilities. In 2014, the Office of Sustainability released a report concluding that Philadelphia's municipal buildings fall below national standards for energy performance. Investing in retrofits at recreation centers, libraries, and other facilities can cut energy use and reduce operating costs. As a potential solution, Mayor Kenney should invest in researching potential technological approaches in heating and cooling such as combined heat and power (CHP) where heat that is normally wasted in conventional power generation is recovered as useful energy. To ensure that City systems are in place to support this initiative, Mayor Kenney should modernize the City's space management in buildings and to improving the capital planning process so that projects are completed more sustainably, faster, and cheaper while still maintaining quality.

Jim is also committed to strengthening energy expertise across City departments to support these initiatives. Additionally, Philadelphia should tap into the expertise of the local academic community and the growing technology sector to help boost the clean energy sector.

¹⁶ United States of America. City of Philadelphia. Mayor's Office of Sustainability. Philadelphia Citywide Greenhouse Gas Emission. Philadelphia: City of Philadelphia, 2012.

Environment and Sustainability Committee - cont.

Reducing Our Carbon Footprint and Building a Clean Energy Economy

Like many large U.S. cities, greenhouse gas (GHG) emissions in Philadelphia come from three primary sources: the energy used to power our offices, schools, and homes (60 percent of emissions), transportation through and within city boundaries (19 percent), and emissions from industrial processes (10 percent). The Office of Sustainability should continue to regularly track the city's carbon footprint by updating greenhouse gas inventories and reporting on progress toward emissions targets.

Specifically, the Energy Office should review and revise its renewable energy purchasing policies, including purchasing of renewable energy credits to drive demand for local projects.

Additionally, the Office of Sustainability should also analyze opportunities to enter into power purchase agreements to install solar on City-owned buildings and if City-owned land can be used to aid the creation of community solar projects. Mayor Kenney has committed to reducing GHG emissions in Philadelphia 80% by 2050.¹⁷ In addition to making progress on improving the efficiency of our buildings (as described above), Mayor Kenney should direct the Deputy Managing Director for Infrastructure and Transportation and the Office of Fleet Management to conduct a feasibility study related to electric vehicle infrastructure. A recent study by the Office of Sustainability and Drexel University identified an increase in electric vehicle adoption as a critical component to achieving an "80 by 50" vision.¹⁸

Mayor Kenney is also committed to ensuring that City government does its part to reduce GHG emissions. Accordingly, he should direct administrative personnel to review the City's procurement processes to use the City's purchasing power to create demand for products that support sustainability goals.

Mayor Kenney should also support the development of a local workforce highly skilled in energy efficiency and renewable energy, among other green job opportunities. The City of Philadelphia should also work to attract clean economy businesses that will employ Philadelphians, increase the tax base, and contribute to the city's sustainability goals.

Update Greenworks and Include Climate Adaptation

Under Mayor Kenney's leadership, Philadelphia should continue the important work of becoming the greenest city in America. To achieve this, the Mayor has committed to updating Greenworks, the City's comprehensive sustainability plan, to include goals that will drive large-scale change. The Mayor will task the Office of Sustainability with setting new Greenworks priorities through a transparent process with a wide range of opportunities for a diverse range of stakeholders to provide input.

The new plan should include the aggressive "80 by 50" greenhouse gas emissions reduction goals outlined above, as well as new goals to ensure that Philadelphia is prepared for the warmer, wetter weather that climate scientists project will be the new norm in the region. Extreme heat increases the risk of residents experiencing heat-related health problems and can tax energy infrastructure. Heavy precipitation events can overwhelm the City's capacity to manage storm water, and cause waterways to top their banks, both of which can lead to significant flooding.¹⁹

¹⁷ From a 2005 Baseline Study of GHG emissions.

¹⁸ http://www.phila.gov/green/pdfs/80%20by%2050%20Report_revised.pdf

¹⁹ United States of America. City of Philadelphia. Mayor's Office of Sustainability. *Growing Stronger: Toward a Climate-Ready Philadelphia*. Philadelphia: City of Philadelphia, 2015.

Environment and Sustainability Committee - cont.

The City of Philadelphia should also work to implement the suggestions outlined in *Growing Stronger: Toward a Climate-Ready Philadelphia*, the City's first climate adaptation planning report. Accordingly, the Mayor should prioritize community-level climate adaptation planning to ensure that Philadelphia's residents, neighborhoods, and businesses understand the risks climate change is bringing and play an active role in identifying solutions to reduce the local impacts of climate change. Mayor Kenney should also task the Philadelphia City Planning Commission (PCPC) to prioritize climate change mitigation and adaptation in all of its planning.

To ensure that all Philadelphians have access to a healthy and clean environment, Mayor Kenney should establish indicators focused on health and wellbeing. These indicators should connect existing health indicators to environmental air monitoring data. There also must be a focus on at-risk communities and neighborhoods. To ensure inclusion, collected data should then be disaggregated by neighborhood, race, and socioeconomic status. If the data results show disparities in outcome, then Mayor Kenney must develop a plan to reduce disparities in planning action outcomes.

Green City, Clean Waters

Green City, Clean Waters (GCCW) is the City of Philadelphia's strategic plan to reduce storm water pollution through the use of green infrastructure. *GCCW* has been a hallmark city-level policy with significant ramifications to Philadelphia's ability to meet its federal Clean Water Act obligations. Cities across the country are looking to Philadelphia's leadership and innovation in using green infrastructure as a way to manage storm water while also creating jobs, and improving quality of life for residents. It will take the commitment of many of our City agencies to successfully drive forward such an ambitious, high-stakes plan, particularly as Environmental Protection Agency benchmarks ramp up. *GCCW*, however, is largely still seen as the sole responsibility of the Philadelphia Water Department (PWD).

Mayor Kenney should strengthen the administration's commitment to this critical program by calling for an integrated city agency partnership in meeting *GCCW* goals. Within his first year, he should determine the ability of all city agencies to contribute towards the fulfillment of *GCCW*. This commitment would establish *GCCW* as a citywide initiative and a task force that will involve multiple stakeholders across the city, state, and federal level.

Cleaning Up Litter

Litter continues to be a top concern of residents, business owners, and community groups. The Streets Department's annual Litter Index created from a survey of street litter throughout the City shows that litter is worst in areas with high levels of poverty. Addressing litter will ensure that every neighborhood litter-free parks, streets, rivers and streams, while making Philadelphia a more beautiful place to live, work and visit.

In his first year, Mayor Kenney should convene a litter cabinet to develop and oversee a cross-departmental litter action plan. He should identify a point person within the Managing Director's Office to oversee the creation and implementation of the plan. By the end of his first year, Mayor Kenney should have made substantial progress towards the development of a citywide litter plan for public release.

Additionally, Mayor Kenney should ensure that the City releases a 10-year waste plan and that the updated version of Greenworks sets new goals and metrics for solid waste and recycling.

Environment and Sustainability Committee

GOALS & PROGRESS

By July 1, 2016:

Building Energy Efficiency

- Convene solar industry and energy efficiency industry to understand market trends, barriers to doing business, and other needs

Citywide Climate Action Plan

- Adopt a goal to reduce carbon emissions in Philadelphia 80% by 2050 and develop short-, mid-, and long-term strategies to meet reduction targets
- Conduct public stakeholder engagement

Green City, Clean Waters

- Establish Green City, Clean Waters as a citywide priority

Waste and Litter

- Convene a waste and litter cabinet
- Identify a point-person in the MDOs office to ensure litter and waste plans are implemented

By January 1, 2017:

Building Energy Efficiency

- Create energy efficiency job training program
- Create a checklist for Capital Planning to use when evaluating sustainability impacts of investment
- Determine feasibility of implementing a city-wide LED street light replacement program
- Provide training program to City building operators to reduce energy consumption

Renewable Energy Economy

- Develop a sustainable procurement policy for City purchases
- Revise and update the City's renewable energy purchasing policy

Update Greenworks and Include Climate Adaptation

- Issue new Greenworks plan

Green City, Clean Waters

- Task all City departments and agencies with contributing to the success of Green City, Clean Waters

Waste and Litter

- Develop citywide waste and litter plan

Health and Human Services Committee

“Philadelphia has made tremendous progress in recent years, but we cannot continue to grow at this pace nor can we sincerely celebrate our current success until we address that over a quarter of our neighbors are living in poverty.”

- Mayor Jim Kenney

Health and Human Service Committee

Philadelphia faces a serious public health challenge – combating the pervasive and corrosive effects of poverty in our city where more than one of four residents live below the Federal Poverty Line, including more than 130,000 children. Living in poverty has a wide range of negative health effects. It prevents people from having consistent access to healthy food. Due to environmental factors associated with poverty, children face a much higher risk of developing a range of health issues such as asthma, obesity, diabetes, and mental health problems. These effects often continue into adulthood and can be passed on to the next generation, keeping people trapped in a cycle of poverty. Because those living in poverty often cannot afford high-quality health care, even seemingly minor health problems can have devastating effects, and chronic problems such as diabetes may go untreated.

This is a massive challenge that requires collective action of an equal scale to combat it. Within the first year, Mayor Jim Kenney must determine how to strengthen the engagement and communications among key agencies and with external stakeholders to enable a collective approach. The impact of the Community Behavioral Health (CBH) agency should be expanded by incorporating more external voices; and improving coordination efforts between key health and human service agencies and other agencies that interface with vulnerable populations such as Prisons, workforce development, and law enforcement. In addition, Mayor Kenney should continue to build capacity for increased data sharing across city departments to further support inter-sector collaboration.

Health in All Policies

Philadelphia faces complex public health issues. Factors such as intergenerational poverty, poor quality housing stock, access to jobs, limited access to transportation, and education policy shape access to resources and opportunities that affect quality of life and health outcomes for individuals and our community. These are complicated, interrelated issues lacking simple solutions. Mayor Kenney should take a Health in All Policies (HiAP) approach that looks at health as encompassing physical and mental well-being, equity, safety, access to economic opportunity and other social determinants of health and prosperity.

In his first year, Mayor Jim Kenney should institutionalize the Health in All Policies approach by issuing an executive order that establishes a comprehensive vision of health for our city. The executive order should establish an intra-governmental council that will lead the planning and implementation of HiAP initiatives and build up from key initiatives such as Shared Prosperity Philadelphia and Philadelphia 2035, the City's comprehensive physical development plan. The Council would collaborate with existing agencies and working groups to identify priority programs, policies, and strategies to improve the health of Philadelphians while advancing the Mayor's goals of combating poverty, improving air and water quality, increasing the availability of affordable housing, improving infrastructure systems, promoting public health, growing sustainable communities, and meeting the state's climate change goals.

The HiAP Council would be tasked with developing recommendations by reviewing existing city and state efforts, considering best practices used by other jurisdictions and agencies, identifying barriers to and opportunities for interagency/inter-sector collaboration, and proposing action plans for recommended programs, policies, and strategies. In the first twelve months, it should be Mayor Kenney's priority to emphasize the need to collaborate across sectors to achieve common broadly defined health goals, and incorporate new voices with different perspectives on health into decision-making processes.

Health and Human Service Committee - cont.

Strengthen Outcomes for Vulnerable Individuals and Families

The City of Philadelphia touches tens of thousands of vulnerable individuals on a daily basis. It is critical that we look carefully at how we can maximize the impact of our resources to stabilize these individuals.

The Philadelphia Department of Human Services (DHS) serves thousands of children and families annually, and is focused on promoting safety, permanency, and well-being for children and youth at risk of abuse, neglect and delinquency. In its first year, the Kenney Administration should focus on improving outcomes for children, individuals, and families, and particularly increasing the number of children who find a safe place to call home permanently. To advance this work, the Administration should look at strategies to strengthen Improving Outcomes for Children, the effort to provide more services to families in local communities, and the City's prevention programming to support at-risk children and families. The administration should also look at how to strengthen family engagement efforts to build strong, trusting relationships with the families they serve. Good engagement means a mutual understanding and agreement between a family and City departments about the nature of the issues to be addressed, the roles of team members, the steps necessary to achieve the goal and what success will look like, and ensuring all voices are respected.

The Department of Behavioral Health and Intellectual Disabilities Services (DBHIDS) places emphasis on recovery and resilience-focused behavioral health services, and on self-determination for individuals with intellectual disabilities. Over the next year, the Kenney Administration should review current practices and investments to identify ways to maximize resources, improve outcomes, and strengthen cross-departmental collaboration. This includes identifying strategies to ensure that interventions are client-centered and meet the needs of the people they are intended to serve.

Opioid Addiction

The misuse and abuse of prescription medications have taken a devastating toll on the public health and safety of our city. This is a growing nationwide problem. Increases in substance abuse treatment admissions, emergency department visits, and, most disturbingly, overdose deaths attributable to prescription drug abuse have placed enormous burdens upon communities across the country. Philadelphia's heroin is cheaper and more potent than in other cities, according to the Drug Enforcement Administration, which may be further fueling abuse throughout the entire region.

In its first year, the Kenney Administration should examine current local and state laws to combat opioid addiction in Philadelphia. They should work with local and national leaders in the coming months to develop a comprehensive response to this growing issue. This should include a strategic, community-level response to the crisis in high need areas in partnership with District Council members.

Education should be a key strategy. This includes raising public awareness about the serious consequences of misusing prescription drugs, particularly among people in high-risk groups like teens, young adults and their parents; and identifying effective ways to store and dispose of medications safely, including "Take Back" programs that allow people to turn in unused medications for safe disposal.

The administration should also look at access to and availability of effective treatment options to combat prescription drug misuse and abuse, and how to use DBHIDS resources to meet treatment needs.

Health and Human Services Committee

GOALS & PROGRESS

By July 1, 2016

Health in All Policies

- Institutionalize HiAP framework through an Executive Order
- Establish intergovernmental task force to implement HiAP initiatives

Strengthen Outcomes for Vulnerable Individuals and Families

- Review Improving Outcomes for Children and Community Umbrella Organization Agency model and compare with national best practices to implement reforms
- Review policies and investment at Department of Behavioral Health and Intellectual disAbilities Services (DBHIDS)

By January 1, 2017

Data Sharing between Departments

- Enhance and expand data sharing agreements between City departments to ensure accountability and efficiency of operation

Addiction

- Strategically implement community-level city-wide response to the misuse and abuse of opioids with district Council member inclusion

Housing, Planning and Development Committee

“As Philadelphia’s economy grows, the financial well-being of every Philadelphian must grow with it. That takes purposeful, targeted investments from city government. We are past the time when we can rely on a rising tide to lift all boats.”

- Mayor Jim Kenney

Housing, Planning and Development Committee

In order for all Philadelphians to be included in our city's progress, every community must have access to quality and affordable housing, local employment opportunities, and vibrant businesses that generate jobs. With this understanding, the Mayor must take an inclusive neighborhood-by-neighborhood approach to planning and development, investing directly in diverse neighborhood businesses and the communities that surround them.

In his first year, we advise that Mayor Jim Kenney create the city's strategic housing plan, promote the development of vacant land, and support housing preservation initiatives as well as new development. Planning and development decisions shape access to resources and opportunities affecting quality of life and health outcomes for all people living in, working in, and visiting Philadelphia.

Strategic Housing Plan

The Mayor, with the Director of Planning and Development should develop the City's strategic housing plan for inclusion and diversity, and develop a comprehensive planning effort focused on establishing connections between affordable housing, transportation options, economic development opportunities, and open space throughout the City, with a focus on neighborhoods.

Additionally, there are many Philadelphians without access to affordable housing. In an effort to address this, Mayor Kenney should conduct a cost effective analysis study of the construction cost of affordable housing development in Philadelphia to identify where to best focus future housing dollars. This effort must be conducted in coordination with the City's housing agencies such as the Philadelphia Redevelopment Authority, Philadelphia Housing Development Corporation, Office of Housing and Community Development and the Land Bank. Additionally, the plan will incorporate feedback from community development corporations across Philadelphia, as well as researching best practices working in other cities.

City-Business Cooperation

Opening and operating a business in Philadelphia can be difficult for an entrepreneur. This difficulty is due in part to the inefficiencies of agencies not always able to best coordinate their services and actions on commercial corridors. Additionally, many City departments lack inclusion for immigrants and non-English speakers. This can discourage many communities from opening their businesses in the City and stunt our workforce growth. Mayor Kenney must work with L&I and the Commerce Department to provide information and personnel who speak a multitude of languages to empower business owners to communicate their needs more effectively.

Licenses and Inspections (L&I) is the government agency most encountered by many business owners and Mayor Kenney has stated his strong focus on improving this interaction significantly. A special focus should be made on improving the relationships with commercial corridor managers and the business owners that line these vital business strips. L&I should provide better communication to corridor managers when new business or construction permits are issued for properties in their service area. Also, L&I should work proactively to share information with corridor managers so they can alert businesses that the City is working to fix problems as they arise.

Housing, Planning and Development Committee - cont.

Vacant Land

Philadelphia City Council passed an ordinance for the creation of a Philadelphia Land Bank (PLB) in 2013, which was signed into law in 2014. There is still a lot of work needed to build the momentum and maximize the Land Bank's operations to its highest functionality.

Mayor Jim Kenney has stated his commitment to ensuring the progress of the Philadelphia Land Bank as a conduit to developing vacant, blighted land. The central goal of the transfer of vacant property will be for the productive reuse that benefits the community, and Mayor Kenney must work with City Council and housing agencies to develop an effective and efficient transfer strategy. This process started with the transfer of properties from several council districts in 2015 and again in early 2016. The Mayor must work with City Council to ensure that Land Bank decisions are aligned with the city's comprehensive plan that will advance a balance of: affordable and mixed-income housing; economic development that creates jobs for community residents; community facilities that provide needed services to residents; side and rear yards; innovation in design and sustainability; urban agriculture; arts and cultural venues; and community open space. He can do this by dedicating time to improving coordination between City agencies and City Council as it relates to infrastructure and development investments, and establishing a property acquisition policy that is clear and easy to follow.

Housing Preservation

Mayor Jim Kenney recognizes that to maintain and increase affordable housing options for residents it must preserve existing affordable housing in addition to creating more affordable units. This can be done by preventing the displacement of residents with low and moderate incomes, and preserve housing that serves vulnerable populations such as persons who have disabilities, are formerly homeless, low-income seniors or returning citizens. Mayor Kenney should maintain and streamline essential housing services such as the Basic Systems Repair Program, Housing Counseling, and Adaptive Modification.

New Development

For too long Philadelphia has been reliant on a one-off approach to neighborhood corridor development, instead of developing a holistic strategic approach.

Mayor Jim Kenney should ensure in his first year that housing agencies take an inclusive and diversity focused operating approach to new development by aligning with non-housing agencies, civic and private sector capacity. Mayor Kenney should also investigate how planners, designers, and builders can integrate social objectives into key stages of development plans to bring long lasting social benefits to communities in an effort to target a few of his key priorities. If developers focused their efforts on community needs, such as building pre-k facilities in areas that may not have many options, they would contribute to bringing positive change to the City. This framework to development is paramount because neighborhood businesses or commercial corridors can either be the catalysts and connectors for the community or a drag where crime and vacancy take place.

Housing, Planning and Development Committee

GOALS & PROGRESS

By July 1, 2016:

Strategic Housing Plan:

- Establish the Housing Advisory Board and name appointees
- Develop schedule for preparation of Strategic Housing Plan

City-Business Cooperation

- Develop additional language access tools and personnel to communicate with business owners

Vacant Land

- Further implement the Land Bank Strategic plan and work with City Council to transfer additional parcels to the Land Bank

Housing Preservation

- Coordinate with City Council Work Group on Affordable Housing to review identified potential funding sources to increase funding to the Housing Trust Fund

New Development

- Further implement the Department / Office of Planning and Development

By January, 1 2017

Strategic Housing Plan

- Complete Strategic Housing Plan

Vacant Land

- Begin development of five-year land bank financial plan

New Development

- Begin development of strategic neighborhood planning & implementation teams across City departments

Immigrant and Multicultural Affairs Committee

“For an immigrant entrepreneur, a city Commerce representative who can speak their native language can make the difference between a business that succeeds and one that fails.”

- Mayor Jim Kenney

Immigrant and Multicultural Affairs Committee

According to a 2008 report from the Brookings Institution, nearly 75 percent of the labor force growth in the greater Philadelphia region since 2000 is attributable to immigrants.²⁰ Immigrant growth in the suburbs has outpaced the city's growth, and we want these numbers to shift in the City's favor as we move forward in the 21st century. Philadelphia has already taken a leadership role on immigrant and refugee issues in Pennsylvania by passing multiple policies to make Philadelphia a more welcoming city. For these policies to be fully realized, Mayor Kenney must develop local policies that promote diversity and integrate newcomers and long-established residents across social, economic, and political environments. This includes supporting efforts to decrease social polarization and build a solid foundation of social policies for public education, healthcare, and economic development.

Mayor Kenney's first year priorities should include improving the quality of life for immigrants, expanding immigrant affairs with a sharp focus on civic and community engagement in partnership with various City departments, City Council, employment and economic development, social services and language access.

The Office of Immigrant Affairs

In the first year, Mayor Kenney should restructure the Office of Immigrant Affairs (formerly known as the Mayor's Office of Immigrant and Multicultural Affairs) to build civic and community engagement among immigrant communities in Philadelphia. This can be accomplished by: first, moving the office under the Managing Director's office in order to ensure a better line of communication with City Departments that provide services to the community; second, by creating an advisory board to help guide policies that ensure inclusion and accountability.

The Office of Immigrant Affairs should explore the creation of a centralized database of all community organizations and nonprofits that serve the immigrant community. The database should determine service capacity and allow the Office of Immigrant Affairs to serve as a connector between individuals and services. The Office should also develop a year round plan for cultural programming and continue to promote Immigrant Heritage Month, Multicultural Week, and the City Hall Welcomes Program, as well as helping to coordinate the first ever Philadelphia World Cup Soccer Tournament.

Language Access

Language access services are a key priority for the Mayor in his first year of office. In 2015, the voters of Philadelphia approved an amendment to the Philadelphia Home Rule Charter for all City agencies to adopt language access plans. The Mayor should ensure that every City office, department, board and commission prepare a plan to promote access to City services ("language access plans"). Each entity is also required to provide an annual report regarding the status of implementation. These reports will be accessible to the public through the Department of Records. The Kenney Administration should ensure significant progress toward the completion of the first annual language access plans by January 1, 2017. The Mayor should also ensure his administration evaluates all agencies' compliance with their language access plans, and that individuals with limited English proficiency have access to government services when they need them.

²⁰ Singer, Audrey, Domenic Vitiello, Michael Katz, and David Park. Recent Immigration to Philadelphia: Regional Change in a Re-Emerging Gateway. Report. Washington D.C.: Brookings Institute, 2008.

Immigrant and Multicultural Affairs Committee - cont.

Employment and Economic Development

New and existing business owners do better when they have good connections to their fellow entrepreneurs and smooth access to business services. Mayor Kenney must work with existing service provider agencies throughout the city to build those connections through daily contact with individual business owners, both immigrants and US-born, and practical assistance in overcoming barriers to entrepreneurship.

Mayor Jim Kenney is keenly aware that thriving small businesses are vital for a healthy economy. He understands that immigrant business owners are a key component of local commercial corridors. Therefore, Mayor Jim Kenney must work across city agencies to support small business and commercial corridor development. This should include the hiring of multi-lingual staff who can provide information and support to business owners in their native language, making the interaction easier to understand for all parties. He should also further enhance Philadelphia's international presence by retaining international student talent, and by focusing on business and development initiatives.

Municipal ID Program

Across the country, a growing number of municipalities including New York City, New Haven, and San Francisco have begun to issue "municipal ID cards" to their residents. These municipal identification cards typically feature the photo and address of the cardholder while also allowing access to important city benefits, such as library, transportation or parking services. Some cities, like Oakland, have instituted banking features such as debit card services through their municipal ID program.

Municipal ID cards can help individuals deal with the ongoing struggle to integrate and participate in civic life. Although available to all residents of a city, the cards have been particularly valuable for the most vulnerable community members such as undocumented immigrants, the homeless, foster youth, the elderly, some in the LGBT community and others who may have difficulty obtaining and retaining other government-issued ID. A study by The Center for Popular Democracy identified that overall, municipal ID programs have played a consistently positive role in empowering and protecting vulnerable communities. The report also found that beyond their practical value, the cards hold symbolic importance in creating a sense of shared community and belonging for immigrants and other marginalized individuals.²¹

Some concerns about municipal IDs include ensuring the card's layout and appearance enhances the card's legitimacy, because a cluttered appearance may detract from the card's legitimacy. Other concerns regarding increased risk of fraud are also still being debated. The Kenney Administration should learn from other city's implementation processes while exploring municipal ID options for Philadelphia residents.

Increasing Cultural Competency Among Service Providers

Service providers in Philadelphia interact with children, families, and other professionals from an ever widening variety of cultural, linguistic and ethnic backgrounds. For example, a common child rearing task such as feeding a baby is laden with cultural and individual values: dependence vs. independence, cleanliness vs. exploration, control vs. choice. Someone who values independence may feel it is important to use feeding time as an opportunity for the child to master the skill of feeding and wasting food may not be a primary issue. Self-feeding, however, may be different for a family who is without resources and food insecure, or for a family who is concerned about neatness or how much food is consumed. Having a family focused approach is crucial in supporting families and providing services.

²¹ Center for Popular Democracy, *Who We Are*, 2013.

Immigrant and Multicultural Affairs Committee - cont.

The Kenney administration must maintain up-to-date knowledge of the beliefs and conventions of the diverse cultural groups in the community through organizations such as the National Center for Cultural Competence (NCCC). True cultural competence also involves working in conjunction with neighborhoods, civic and advocacy associations, local businesses, social and religious organizations and faith-based communities.

During his first year, Mayor Kenney should explore best practices for increasing cultural competency across service providers in the City. One dimension of organizational cultural competence is developing strong, collaborative relationships with parents and community members. In a school setting, schools can be culturally competent environments when they have in place policies, procedures, and systems that allow them to harness the talents of people working in those schools. It is important that cultural knowledge is integrated into every facet of an organization. Mayor Jim Kenney should work with City Councilman Curtis Jones to ensure the City and the Philadelphia School District recognize two Muslim holy days, Eid al-Fitr, celebrated after the month-long observance of Ramadan, and Eid al-Adha, celebrated at the conclusion of the annual Hajj pilgrimage. Religious tolerance and cultural sensitivity are paramount to any 21st century society. Policies should be responsive to cultural diversity. Staff should be trained. Program materials should reflect positive images of all cultures. When a City recognizes, respects, and values all cultures and integrates those values into the larger system, culturally competent organizations can meet the needs of diverse groups.

Immigrant and Multicultural Affairs Committee

GOALS & PROGRESS

By July 1, 2016

Office of Immigrant Affairs

- Restructure the Office of Immigrant Affairs (formerly known as the Mayor's Office of Immigrant and Multicultural Affairs)
- Form an advisory board to provide assistance to the Office in the formulation of City-wide policies that ensure inclusion and accountability

Data and Service Provision

- Identify community organizations and nonprofits that serve the immigrant community for the purposes of creating a centralized database for the City to serve as a connector between individuals and services

Municipal ID Program

- Develop a plan and legislation to implement a Municipal ID program

By January 1, 2017

Language Access

- Complete the first annual language access plans by all City agencies and departments

Data and Service Provision

- Establish a centralized database of all community organizations and nonprofits that serve the immigrant community

Cultural Programming

- Develop a year round plan for cultural programming

Cultural Competency

- Collect data from each City agency and department to conduct a needs assessment and inform the development of trainings for language access and cultural competency
- Develop a Language Access Training Program that will include increasing cultural competency of service providers in each City department and agency

Infrastructure and Transportation Committee

“For the one in four people in this city living in poverty, an effective public transportation system can make the difference of whether or not they can afford to go to that job interview. For a young adult, it can make the difference of whether they move here or New York. A robust and well-planned multi-model transportation network is essential for ensuring the prosperity of the Philadelphia region on all levels.”

- Mayor Jim Kenney

Infrastructure and Transportation Committee

As Mayor, Jim Kenney's transportation and infrastructure policy agenda should focus on promoting economic growth, environmental protection, social inclusion and public health and safety.

In his first year, we recommend that Mayor Kenney commit to implementing Vision Zero initiatives, expanding safe and accessible transportation options, and modernizing Philadelphia's public transit fare payment system. He should also create a Complete Streets Office to coordinate with City departments and other utilities to uphold a 'dig-once' policy while also ensuring that all users of Philadelphia's right-of-ways are accommodated.

Vision Zero

Traffic crashes are preventable incidents. Cities around the world are starting to unify law enforcement, transportation, and public health resources around the goal of eliminating traffic fatalities and serious injuries. These efforts, known as Vision Zero, are an important strategy for promoting health, safety, equity, and environmental protection.

Philadelphia has far too many traffic-related tragedies. Every year more than 10,600 collisions occur in Philadelphia, which kill nearly 100 people.²² In 2014 alone, there were 551 bike collisions, with three resulting in fatalities.²³

Mayor Kenney's administration should work toward reducing the number of collisions, injuries, and fatalities across all modes of transportation. He should promote policies that make Philadelphians less reliant on cars, and less susceptible to being injured or killed by other drivers. He should begin by conducting a multimodal study and analysis on Roosevelt Boulevard, where there has been a high number of reported instances.

Mayor Kenney has a long-standing commitment to transportation safety and has worked to improve pedestrian access and walkability throughout his career. In 2008, he sponsored the first legislation requiring contractors to use covered sidewalks and provide pedestrian access around construction sites. As Mayor, Kenney should develop and implement a Vision Zero Action Plan to work toward eliminating traffic fatalities. He should issue an Executive Order establishing a Vision Zero Task Force made up of key government representatives and members of the public. The Task Force should establish a clear, accountable goal, develop an implementation plan of action, and conduct a one year evaluation. The Vision Zero Task Force should also implement transportation safety awareness classes for pedestrians and cyclists.

Bike Lanes and Circuit Trails

Philadelphia's dense development and narrow streets makes it very walkable and accessible for pedestrians, cyclists, and drivers. With so many people using these streets, city government has a responsibility to safely accommodate users of all modes of transportation who occupy the same right-of-ways. With 426 miles of bike lanes, Philadelphia is a leader among major American cities with the most bike lanes per square mile.²⁴ Mayor Kenney should support the expansion of bike lanes throughout the city to connect more neighborhoods with safe bike networks. Mayor Kenney should work with the Streets Department to continue implementing the 2012 Pedestrian and Bicycle Plan with a focus on developing protected bike lanes. Additionally, Mayor Kenney should plan to implement around 15 miles of new bike lanes this year and look to expand Ride Indego into additional neighborhoods.

²² United States of America. City of Philadelphia. Mayor Michael A. Nutter. *Moving Forward Vision Zero*. By Charlotte Castle. Philadelphia: City of Philadelphia, 2015.

²³ Otterbein, Holly. "There Were 551 Bike Crashes in Philly in 2014." *Philadelphia Magazine*, May 11, 2015. Accessed January 28, 2016.

[http://www.phillymag.com/news/2015/05/11/bike-crashes-philly/\).](http://www.phillymag.com/news/2015/05/11/bike-crashes-philly/>.)

²⁴ Yoon, Anum. "Bike Commuting: Why the U.S. is Far Behind Other Nations." *TriplePundit*, November 5, 2015. Accessed February 1, 2016.

Infrastructure and Transportation Committee - cont.

For many years, Jim Kenney has fought to improve safety conditions for pedestrians. While on City Council, Kenney sponsored successful legislation requiring the use of covered walkways at construction sites and mandating that construction work be stopped if sidewalks are blocked illegally.²⁵ However, despite these ordinances, many sidewalks across the city are often blocked illegally and with little regard for pedestrian access or safety. As Mayor, Kenney should coordinate with the Streets Department, the Department of Licenses and Inspections, and other city departments to ensure that all are working together to improve enforcement and keep sidewalks open to pedestrians.

Philadelphia has 25 miles of circuit trails (trails that are part of the region's trail network) that remain to be completed. These trails are located throughout the city and include the Schuylkill River Trail; Delaware River Trail; Tacony Creek Trail; and small sections of the Pennypack Trail. Mayor Jim Kenney should work with the Department of Parks and Recreation, the Commerce Department, the Philadelphia City Planning Commission and the Streets Department to work toward completing these circuit trails.

Public Transit

The Southeastern Pennsylvania Transportation Authority (SEPTA) is the Philadelphia region's primary provider of public transportation. After many years of development, SEPTA is prepared to launch its long-awaited fare modernization system (SEPTA Key) to phase out tokens and bring the system into the digital era. This new system, however, may be unfamiliar to many Philadelphians who have long grown accustomed to the antiquated system of purchasing tokens and paper transfers. The Kenney Administration should work with SEPTA throughout the implementation of the new fare payment system to ensure the transition is smooth and fully accessible and easy to understand for all Philadelphians.

During his first year in office, Mayor Kenney and his administration should partner with SEPTA to continue the implementation of the SEPTA Sustainability plan, which aims to mitigate SEPTA's negative environmental impacts by reducing emissions and ensuring a responsible social impact. Also, the City should continue implementation of the traffic signal prioritization readers for buses and public safety vehicles. These devices placed on traffic signals will hold a green signal longer for buses in order to reduce idling, while also cycling the system for public safety vehicles to reduce the risk of accidents.

Improving SEPTA's infrastructure should also be a priority for Mayor Kenney. Mayor Kenney should support Transit First, a joint process between the City and SEPTA, to increase transit speeds along selected corridors by consolidating stops and installing traffic signal preemption technology. Additionally, the Kenney Administration should support ongoing projects to improve the City Hall concourse and Suburban Station, as well as redesign and improve Philadelphia's bus shelters.

Additionally, Mayor Kenney should support initiatives to expand the mass transit network to improve access to growing employment centers. Philadelphia's Navy Yard has seen tremendous growth in recent years, and is now home to 145 companies and 11,000 employees.²⁶ While the Navy Yard is accessible by vehicle, public transportation has lagged behind the job growth there. Mayor Kenney will work hard during his first year in office to push forward an extension of the Broad Street Line into the Navy Yard to increase transit access to this major center of growth and employment.

²⁵ 140513, City of Philadelphia. City Council.(2014) (enacted).

²⁶ Philadelphia Industrial Development Corporation. The Navy Yard. Website.

Infrastructure and Transportation Committee - cont.

Complete Streets

Complete Streets is a policy term that refers to designing streets in order to safely accommodate all users of various modes of transportation. During the last two decades, many cities and states passed Complete Streets laws and ordinances to require that streets be designed to accommodate these non-motorist users when the streets are redesigned.

Mayor Kenney is committed to ensuring that all streets are designed, built, and maintained as "Complete Streets." When on City Council in 2012, Kenney supported Philadelphia's own Complete Streets ordinance. It should be Mayor Kenney's priority that the city's streets be designed to safely accommodate all users – pedestrians, bicyclists, public transit riders, and motor vehicle drivers. In order to accomplish this, Mayor Kenney should create an Office of Complete Streets and task its director with identifying, mapping, and tracking street projects across public and private agencies and implementing the principles of complete streets design. A Complete Streets website should be created to ensure transparency and maintain clear and effective communication with the public.

Key Relationships

In the first twelve months, Mayor Kenney should strive to achieve close cooperation across all relevant Philadelphia City departments, particularly to improve plan coordination, response time, and to repair and build necessary infrastructure in a prompt efficient and transparent manner. Mayor Jim Kenney will assign an infrastructure and transportation policy advocate to work towards strengthening relationships with key funding sources, vendors, clients, and the public. The administration will ensure representation on key planning initiatives, such as Green City, Clean Waters, Transit First, and Clean Streets to ensure improvements to all modes contribute to maximizing efficiency and promoting environmental sustainability.

The Philadelphia International Airport

Philadelphia International Airport (PHL) is the region's largest economic engine, generating more than \$14 billion in activity annually. Each year more than 400,000 flights carry nearly 31 million passengers to and from the Philadelphia region through PHL. PHL also supports the direct and indirect employment of more than 141,000 workers in the region.

In June 2015, the City and the airlines operating at PHL agreed to a new 5-7 year Use and Lease Agreement that paves the way for continued airline investment in airport infrastructure. However, there is consensus among PHL airport management and the airlines that a revised long-term plan for the airport should be developed to make improvements to ease congestion and improve efficiency. Mayor Kenney is should support the development of a joint strategic plan on the future vision of PHL that will help communicate the benefits of an improved, larger, and more efficient PHL.

Infrastructure and Transportation Committee

GOALS & PROGRESS

By July 1, 2016

Vision Zero

- Establish Vision Zero Task Force policy priorities and goals
- Determine Vision Zero vision for Philadelphia
- Identify Vision Zero measurable goals

Bus Services, Bike Lanes, and Circuit Trails

- Expand Indego Bike Share by adding new stations in neighborhoods across Philadelphia
- Issue recommendations to encourage bike share and charging station hosting
- Issue report on planning process for Circuit Trail completion
- Solicit public input for installation of new bus shelters to ensure equitable placement

Public Transit

- Work with SEPTA to ensure equitable rollout of SEPTA Key modernization system

Complete Streets

- Establish Office of Complete Streets
- Create a Complete Streets working group and develop a website

Key Relationships

- Assign an infrastructure and transportation policy advocate to work with a small team to strengthen relationships with funders, clients, vendors and the public

The Philadelphia International Airport

- Establish collaboration strategy with Commerce and Airport on transportation and infrastructure marketing and messaging

By January 1, 2017:

Vision Zero

- Begin Roosevelt Boulevard multimodal study and analysis
- Develop recommended strategies with the Police Department to increase enforcement of speed and traffic laws

Bus Services, Bike Lanes, and Circuit Trails

- Plan to implement 15 new miles of bike lanes and circuit trails

Public Transit

- Finalize implementation plan for enhanced bus service

The Philadelphia International Airport

- Develop a joint airport and airline outreach plan for the Philadelphia International Airport

Public Safety Committee

“In a 21st century urban environment, ‘increasing public safety’ means different things in all corners of the city. The only right strategy is to ensure our police officers and the neighborhood feel a respected part of the community.”

- Mayor Jim Kenney

Public Safety Committee

Mayor Kenney's top public safety priorities should be to reform aspects of Philadelphia's criminal justice system, rebuild trust between citizens and the Philadelphia Police Department, and ensure that every citizen in every neighborhood is well-protected by our city's first responders. Through his initiatives, Mayor Kenney is should improve public safety through policing tactics meant to reduce instances of our most serious crimes while also maintaining a high level of mutual respect between the police and other public safety personnel and the communities they serve.

In his first year, Mayor Kenney should invest in positive community outreach efforts, reinstate the Park and Walk Program, and continue implementing the use of Body Worn Cameras. Mayor Kenney should revise the Police Department's pedestrian investigation policies, and support the Department's goal of increasing diversity in its workforce. Mayor Kenney should continue to support programs against biased policing, a framework currently employed by the criminal justice departments, and implement reforms that will reduce Philadelphia's jail population. To ensure the safety of some of Philadelphia's most vulnerable populations, Mayor Kenney should support new initiatives to combat domestic violence, as well as to reduce street harassment targeting women and LGBTQ citizens. Additionally, in order to ensure that all Philadelphia neighborhoods are adequately protected by first responders at all times, Mayor Kenney should make sure no fire stations, beyond those out of service for training, are "browned out" and that city government has a strong and prepared emergency management program.

Police and Public Relationships

Successful public safety initiatives require the support of both civilians and men and women in uniform. Trust and respect is built from the quality of interactions that occur between police officers and members of the public. When a person has contact with a police officer who is respectful and professional, that individual is more likely to feel that the activities of the police are focused on improving public safety and serving the community.

In further commitment to strengthening mutual trust and respect between the public and law enforcement, Mayor Kenney should continue implementing the use of Body Worn Cameras (BWC) during his first year as Mayor. These cameras enable video and audio recording of citizen interactions which can encourage respectful and proper conduct on the part of both police and members of the public. These cameras can help promote accountability and positive interactions, which in turn will discourage the unjustified use of force, reduce the number of complaints filed against police officers, and make it easier to successfully prosecute offenders.

Mayor Kenney should also reinstate the Park and Walk program to provide a more visible deterrent to crime. Under this program, officers would conduct walking patrols in areas with specific patterns of criminal activity or in areas with high pedestrian traffic. Officers would also be encouraged to interact with local residents and retail establishments in order to build trust and relationships within the community while also being vigilant for suspicious activity.

Mayor Kenney should also expand the use of Focused Deterrence policing. Focused Deterrence strategies organize multi-agency enforcement and social services to reduce shootings in specific neighborhoods plagued by gun violence. This strategy is most successful in neighborhoods where the community feels engaged, so the Police Department and criminal justice partners will work to build consensus and support for the strategy.

A pilot implementation is being conducted in South Philadelphia based on recommendations from the National Network for Safe Communities. The early success in South Division—25 percent initial reduction in homicide and a major decline in street activity—has received praise from the National Network for its innovative street policing tactics. Based on the successes of this pilot program, these strategies can be deployed in additional neighborhoods across the city.

Public Safety Committee - cont.

Mayor Kenney should also support the Youth Violence Reduction Partnership (YVRP), and Ceasefire. YVRP offers youth that were referred by the juvenile and adult probation programs a job readiness skills and social services support on a regular basis. It serves around 1,050 monthly between the ages of 14 and 24 years old. Ceasefire is funded by a \$2.1 million grant from the Department of Justice and provides both hospital and community based violence interventions.

Additionally, Mayor Kenney should continue to move forward with implementing the recommendations of the Task Force on 21st Century Policing and the U.S. Department of Justice “Assessment of Deadly Force” reports. The recommendations made in these reports are important to reforming police strategies, as well as rebuilding and strengthening the trust and respect between citizens and law enforcement officers.

In order to strengthen trust between law enforcement and the community, it is critical that law enforcement personnel reflect the diversity of the communities in which they serve. In order to attain this goal, Mayor Kenney should conduct a comprehensive review of the hiring process to understand if any barriers exist that disproportionately impact members of certain populations.

Criminal Justice Reform

Reforming Philadelphia’s criminal justice system is critical to strengthening public trust, improving public safety, and promoting better opportunities for our citizens. To achieve these goals, the Kenney Administration should focus on addressing the over-incarceration of pre-trial defendants in the city’s prison system, reducing racial and ethnic disparities, and improving the efficiency of the justice system.

Philadelphia has the highest incarceration rate of the ten largest U.S. cities.²⁷ At present, there are approximately 7,500 persons – mostly pre-trial detainees – being held in the overcrowded Philadelphia Prison System. This population could be significantly reduced by improving the efficiency of the criminal justice system to expedite cases and pursue alternative monitoring strategies for non-violent offenders. Incarceration for minor, non-violent offenses disrupts families, makes it difficult for offenders to find employment, and costs the taxpayers an average \$240 million a year.²⁸ Additionally, individuals incarcerated for these low-level offenses are disproportionately low-income and minority. Mayor Kenney has committed to working with the MacArthur Foundation to pursue innovative strategies to streamline Philadelphia’s criminal justice system across departments and reduce the pre-trial jail population.

Throughout his career, Mayor Kenney has made it a top priority to reform the way our criminal justice system handles low-level, non-violent offenses. As a City Councilman, Kenney sponsored successful legislation that decriminalized the possession of small amounts of marijuana in 2014.²⁹ Prior to this legislation, many Philadelphians saw their future opportunities diminished due to being arrested and receiving a criminal record at a young age for this offense. Additionally, a large racial disparity existed among arrests for marijuana possession. More than 80 percent of those arrested for possessing a small amount of marijuana were African American—a statistic that is not reflective of national statistics on marijuana use.³⁰ This legislative and policy change has virtually eliminated more than 4,000 arrests a year for this minor offense, allowing police and prosecutors to focus their limited resources on preventing and prosecuting more serious crimes.³¹

²⁷ "Philadelphia, With High Jail Incarceration Rate, Sees Inmate Deaths Rise." Philadelphia, With High Jail Incarceration Rate, Sees Inmate Deaths Rise. Accessed January 28, 2016. <http://www.thecrimereport.org/news/crime-and-justice-news/2015-11-philly-jail-deaths>.

²⁸ "Philadelphia's Costly Crowded Jails: The Search for Safe Solutions." The Pew Charitable Trusts. 2010. Pg 7.

²⁹ 140377-A, City of Philadelphia. City Council. (2014) (enacted).

³⁰ American Civil Liberties Union. The War on Marijuana in Black and White. June 2013.

³¹ American Civil Liberties Union. The War on Marijuana in Black and White. June 2013.

Pedestrian Investigations

In order to develop respectful relationships between community members and law enforcement, citizens must not feel like they are being stopped by police simply because of their race, ethnicity, or ZIP code. In 2010, the ACLU and eight African-American and Latino men who had been stopped and frisked by Philadelphia Police filed suit against the City in federal court. In 2011, the parties in this case, *Bailey, et al. v. City of Philadelphia*, reached agreement that the City would implement system-wide changes regarding the recording and auditing of pedestrian investigations (commonly referred to in as “stop and frisk”) and provide increased training and accountability of officers conducting pedestrian investigations.³² In addition, the City would provide certain information to plaintiffs’ counsel for review and auditing purposes. The plaintiffs’ 2014 report concluded that 37 percent of stops during their data period lacked any reasonable suspicion from the police officer and 39 percent of the pedestrian investigations lacked the requisite reasonable suspicion.

Mayor Kenney knows that real change will only come with real accountability. To that end, the Philadelphia Police Department has begun to make policy changes to improve community relations between the public and law enforcement and reduce the number of questionable pedestrian investigations. The Police Department has implemented a new reporting system requiring officers to state the reasonable suspicion that justified every pedestrian stop. These reports are then reviewed by commanding officers and district captains, who are held accountable for making sure officers follow the proper legal protocols. Officers found to be conducting pedestrian investigations without sufficient legal basis will be retrained on the guidelines of reasonable suspicion. This policy change will make Philadelphia a safer place and promote trust between law enforcement and members of the public.

Domestic Violence

The Philadelphia Police Department receives 100,000 domestic violence calls per year.³³ Mayor Kenney should task the Managing Director’s Office and the Criminal Justice Coordinator to build upon work being done by the Domestic Violence Law Enforcement Committee to combat domestic violence in the city. This partnership would facilitate communication among internal and external partner agencies, and sponsor and support work funded by grants made available from the U.S. Department of Justice Office of Violence Against Women.

Street Harassment of Women and LGBT Citizens

All citizens should feel safe on the streets of Philadelphia. Feeling safe means having the freedom to be in public spaces without being subjected to unwanted sexual comments, touching, or derogatory remarks. Historically disempowered and marginalized communities such as women and people who are LGBT are too frequently the victims of unwanted attention—both verbal and physical—making them feel less safe in our communities.

Within his first year, Mayor Kenney should launch a public education campaign developed in conjunction with community organizations to combat street harassment. This campaign should work closely with the Philadelphia Police Department and be constructed with close community input and strong partnerships.

³² Bailey, et al. v. City of Philadelphia. PLAINTIFFS’ FIFTH REPORT TO COURT AND MONITOR ON STOP AND FRISK PRACTICES. February 24, 2015.

³³ Sorenson, Susan B. *Violence Against Women in Philadelphia - A Report to the City*. University of Pennsylvania. 2012.

Fire Department

In 2012, the Philadelphia Fire Department adopted a policy resulting in the involuntary transfer of a large number of firefighters to different firehouses. The administration at that time claimed this policy would diversify skills and give firefighters the ability to learn about different areas of Philadelphia. As Jim Kenney noted at the time, this new policy was not supported by national best practices, and was not necessary to diversify skills and knowledge of senior members.³⁴ In fact, this transfer would eliminate much of the institutional knowledge developed by firefighters who have spent many years in a single unit, getting to know neighborhoods in their company area – both the people and the landscape. Within his first year, Mayor Kenney should review the policy of yearly involuntary transfers, and seek to diversify firefighting skills through enhanced regular training utilizing local and national best practices.

Additionally, in 2010 the previous administration implemented a “brownout” policy of temporarily closing certain fire stations in order to realign resources and save overtime costs. The hoped-for savings, however, did not materialize as expected. Mayor Kenney has long opposed this policy and has already made sure that no fire stations are “browned out” or leave any neighborhood without full protection.

Emergency Management

Mayor Kenney understands the importance being able to lead a city through crises whether such events are caused by natural disasters or human-caused actions or errors. To ensure Philadelphia remains able to respond to disaster, Mayor Kenney should support the continued development and modernization of the city’s emergency management program.

³⁴ City Council Committee on Labor and Civil Service. Committee Hearing Transcript. November 27, 2014.

Public Safety Committee

GOALS & PROGRESS

By July 1, 2016:

Police and Public Relationships

- Ensure proper civilian oversight of PPD through the Police Advisory Commission and Police Community Oversight Board
- Examine hiring process in PPD with goal of increasing diversity
- Further implement Body Worn Camera program

Criminal Justice Reform

- Commit to work with the MacArthur Foundation to determine goals and metrics for reducing Philadelphia's Jail population

Pedestrian Investigations

- Retrain officers on what constitutes reasonable suspicion and promote accountability for officers and commanders

Domestic Violence

- Establish and execute a timetable to increase services for victims of domestic violence
- Inventory domestic violence programming across Philadelphia
- Sustain the Court of Common Pleas diversionary program for Domestic Violence

Street Harassment of Women and LGBT Citizen

- Establish a time frame for community meetings, design of a campaign, and rollout of the campaign
- Identify community groups to partner with for community meetings
- Review police training and directives relevant to street harassment

Fire Department

- Review forced transfer policy
- Ensure the discontinuation of brownouts

By January 1, 2017:

Police and Public Relationships

- Implement Focused Deterrence Policing and Gun Violence Prevention policies

Criminal Justice Reform

- Develop an implicit/explicit bias training program for all justice partners
- Continue to provide services coordination for individuals with mental illness
- Address the issues of case processing times for pre-trial defendants
- Establish a robust range of alternatives to cash bail and pre-trial incarceration for non-violent offenses

Domestic Violence

- Establish a Domestic Violence Response Team pilot program
- Align City-wide programs addressing domestic violence issues

Street Harassment of Women and LGBT Citizens

- Develop public education campaign in partnership with community and public stakeholders to reduce street harassment