



# Rebuild PHILADELPHIA

Rebuild Plan

Updated: November 2017



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## Introduction

Rebuilding Community Infrastructure (Rebuild) is a \$500 million program to revitalize neighborhood parks, recreation centers, playgrounds, and libraries across Philadelphia. Rebuild has three components: physical improvements to community facilities, community engagement and empowerment, and economic opportunity. While addressing the physical needs of parks, recreation centers and libraries was the first goal of Rebuild, it soon became clear that the process of making capital investments will be an unprecedented opportunity to support residents as change makers in their communities, to connect more low-income Philadelphians with family-sustaining jobs, and to help minority and women-owned businesses grow.

At a minimum, Rebuild will result in public facilities that are safe, code compliant, and functional. But the goal of Rebuild is to produce as many public spaces as possible that transcend functional requirements – where the project scope allows, Rebuild projects should be physically wonderful so that they inspire children to play and adults to gather. Their design and use should reflect the needs and priorities of the community and strengthen a community's attachment to the site. Finally, they should be a vehicle for the development of work opportunities and small businesses. The ultimate goal of Rebuild is for civic assets to help communities across Philadelphia become stronger, healthier, and more inclusive.

There are a number of goals and principles that are fundamental to the Rebuild initiative and will permeate every aspect of Rebuild throughout planning and implementation. Each component of this plan is intended to accomplish these goals and embody these values.

Four goals were identified during the planning process:

- **Equity:** Rebuild will prioritize underserved neighborhoods, providing access to high-quality physical assets, supporting residents in becoming more effective advocates for themselves and their neighborhoods, and increasing economic opportunities.
- **Economic growth:** Rebuild investments have the potential to help bolster or stabilize neighborhoods and accommodate increased activity in areas with growing populations.
- **Sustainability:** Rebuild should advance Philadelphia's environmental sustainability and should assist in the implementation of *Green City, Clean Waters*, the City's stormwater management plan.
- **Public health:** Rebuild should help improve health outcomes for residents.

In addition, five principles will guide implementation:

- **Diversity and inclusion:** The Rebuild initiative should be a model for leveraging Philadelphia's talent and diverse culture, and will strive to reduce barriers and increase opportunities for those who have suffered from discriminatory practices.
- **Community engagement:** Rebuild should provide opportunities for Philadelphia residents to use and develop their voices, and act as effective advocates for themselves and their communities.

- **Accountability:** City officials will be responsible for managing and monitoring Rebuild spending and program activities according to the highest standards.
- **Transparency:** citizens shall have access to easy-to-understand information about all aspects of the program, including site selection processes and uses of funding. Decisions should be based on merit and value, good information and good sense.
- **Integrity:** All funding used to support Rebuild must be spent effectively, efficiently, and properly, with a goal of earning and maintaining the trust of Philadelphia residents in how Rebuild gets done.

This document, the Rebuild Plan, is intended to provide a first layer of specificity and structure around key program and operational areas, with the understanding that work is in progress on all fronts to shift from planning to implementation. The Plan comprises seven components, which are detailed on the following pages:

1. Project Investment Policy
2. Diversity and Inclusion Program
3. Community Engagement Program
4. Design Excellence Process
5. Pre-Qualification Process
6. Independent Financial Reviews
7. Rebuild Oversight Board

## I. Project Investment Policy

Values of Rebuild. The two driving values of Rebuild are equity and economic growth. *Equity* in this context means that Philadelphia neighborhoods with the greatest needs will be prioritized over the course of the program. *Economic growth* means that Rebuild investments are intended to help bolster or stabilize neighborhoods and accommodate increased activity in areas with growing populations. Further goals are to advance environmental sustainability and improve health outcomes for residents. It is expected that the majority of Rebuild construction funds will be used for sites considered to be “equity investments” – ones that are in underserved communities or serve underserved populations -- and the balance would be invested in neighborhoods with economic growth potential or in facilities with severe physical needs.

A planning process executed by the Philadelphia Industrial Development Corporation (PIDC) and funded by the William Penn Foundation and the Knight Foundation in 2015-16 yielded analyses and data to assist in the site selection process.

Data used to select sites. The planning process yielded several data points that are helpful because they provide a quantifiable or objective dimension to difficult and complex prioritization decisions. These data points are to be used, in conjunction with other relevant information, to inform conversations between City Council and the Administration, who will ultimately determine which sites will be selected for Rebuild investments. The following is a listing of factors to be considered in site selection, as described in Rebuild’s legislation:

- High neighborhood need, as measured by poverty, drug/narcotics offenses, and health data
- Neighborhood potential for economic growth as measured by household growth, residential building permits, and the Reinvestment Fund’s Market Value Analysis
- Consultation with members of Philadelphia City Council, who are deeply familiar with their districts and have a nuanced understanding of neighborhoods and sites
- Relevant information provided by staff of the Department of Parks and Recreation (PPR) and the Free Library of Philadelphia (FLP)
- Physical state of sites and the relative need for investment
- Proximity to other civic assets (i.e., other Rebuild sites; schools; City health centers; PAL centers; KEYSPTS; and high-quality pre-Ks)
- The prioritization of sites in City plans and in programs like Community Schools, Promise Zones and Choice Neighborhoods
- Prior investments by the Administration and City Council
- Stormwater management opportunities

Data limitations. Due to limitations of the data and methodologies used to prioritize among potential sites, it is acknowledged that findings may need to be “ground-truthed” or otherwise refined or validated. For example, demographic data surrounding a site may not be an accurate reflection of the demographics of people actually using a site.

Site selection process. The goal of the site selection process is to create an annual process that is owned jointly by the Administration and City Council members and that promotes transparency. Based on the Rebuild legislation passed in June, 2017, the annual site selection process is anticipated to include the following steps:

- Rebuild staff, in coordination with PPR and FLP, provide site lists with planning data and condition information to district Council members.
- Each District Council member identifies his or her highest priority sites.
- The Rebuild office proposes 1-2 years of Rebuild eligible sites based on project investment policy, Council input, and available funding. Proposals are discussed with each district Council member.

Once an understanding about top priority sites has been reached, it will be memorialized in an annual project statement and budget. Submissions to City Council will also include a list of sites to be leased to qualified non-profit entities (referred to as “Project Users”) that will carry out community engagement, design, and construction. These will be submitted to City Council and must be approved by resolution. Once these documents are approved, projects can move forward. For projects that are to be implemented by Project Users, a grant application period will open and projects will be executed once a Project User is selected. Other projects will be executed by the Philadelphia Redevelopment Authority, the Skilled Trades group of the Philadelphia Parks and Recreation Department, or by the City’s capital project delivery process.

Documentation. Each selected site will have a brief “report card” that summarizes the reasons for selection and demonstrates how site selection is consistent with this Rebuild site selection policy. This will be a user-friendly reference and will be available in addition to more detailed information compiled during the planning process and through subsequent efforts. This information will be posted on the Rebuild website, and presented in summary form at Rebuild Oversight Board meetings.

Updates and additional data. Data used to prioritize sites will be updated on a regular basis. For example, mapped data such as poverty data and residential building permits will need to be updated because many of Philadelphia’s neighborhoods are changing. Additional data sources may be considered in order to refine or validate relative priorities and to coordinate with other City initiatives like Community Schools.

Project timing and sequence. Like site selection, the timing or sequence of Rebuild projects will also be based on multiple factors, such as available funding at the time of selection, restrictions on funding uses, and opportunities to leverage other funding sources. The capacity of neighborhood groups will also be considered; for example, if a Friends Group or Recreation Advisory Council would benefit from Rebuild capacity-building resources, that work might be initiated in advance of capital improvements. Finally, it is assumed that the volume of projects will “ramp up” in parallel with the implementation structure of the Rebuild initiative.



## II. Diversity and Inclusion

Diversity and inclusion is one of the three pillars of the Rebuild Initiative, along with community engagement and physical improvements. The large scale and anticipated seven-year duration of Rebuild investments provides an opportunity to catalyze growth among minority contractors and professional services firms, and provide pathways to more family-sustaining jobs for minorities and females in Philadelphia.

While the total scale of Rebuild is significant for the City of Philadelphia, this initiative will not generate large numbers of construction jobs or substantially change the demographics of the building trades on its own. Rather, the goal of the Rebuild initiative is to create successful workforce and business growth models that can be adopted more broadly and that will make real differences over time.

Anchoring these efforts are specific workforce participation and contract participation goals for the Rebuild initiative:

Contracts (as a percentage of contract dollars):

- Professional services contracts: 25-30% minority and 15-20% women
- Construction contracts: 30-35% minority and 15-20% women

Workforce diversity (as a percentage of workforce hours):

- Total minority laborer and skilled workforce hours 45%
  - African American journeypersons 27%
  - Hispanic journeypersons 14%
  - Asian journeypersons 3%
- Total minority workforce hours: for laborers 60%; total minority workforce hours for skilled, 40%
- Total women laborer and skilled workforce hours: 5%
- Total women workforce hours: 5% laborer and 5% skilled.

In addition to these goals, which are memorialized in the Rebuild ordinance, Rebuild has goals of 50-60% local participation and goals for apprentice participation: 50% minority apprentice hours and 5% women apprentice hours.

### **Workforce Diversity and Inclusion**

An integral part of the Rebuild initiative, the workforce diversity and inclusion program is intended to provide access for a number of low-income Philadelphians, especially minorities and women, to sustained work opportunities during the term of Rebuild, and to family-sustaining careers in the longer term. In particular, the program is intended to provide access to apprentice positions in the building trades.

To create this program, the City of Philadelphia has developed a Memorandum of Understanding (MOU) with the Building Trades Council and the Carpenters Regional Council. The MOU states that Rebuild projects will be reviewed, consistent with City of Philadelphia Executive Order 8-15, *Public Works Project Labor Agreements*, to determine whether they would benefit from a Project Labor Agreement. It

memorializes the overall Rebuild goals for workforce participation and commits the parties to establishing a program, PHL Pipeline, intended to provide opportunities on Rebuild projects for its participants and for graduates of Philadelphia pre-apprenticeship programs. In addition, the MOU establishes the goal of hiring PHL Pipeline participants and graduates of Philadelphia pre-apprenticeship programs for Rebuild work performed by the Philadelphia Redevelopment Authority.

PHL Pipeline will be designed to accommodate Philadelphia's vulnerable adult population (18 years old and above) who have a high school diploma but lack the necessary skills and/or credentials to access work in the skilled trades. Participants are expected to include high school graduates, disengaged youth, returning citizens, and people who are already skilled in the trades but are not union members.

Elements of PHL Pipeline are expected to include, but not be limited to, the following elements:

- Promoting awareness of career opportunities in the building trades;
- Increasing awareness among program candidates of the specific work of different trades and what work conditions may be expected;
- Recruiting candidates into PHL Pipeline, and screening based on both candidates' interests and qualifications and union and employer's needs;
- Preparing candidates for success in the construction industry with a multi week program designed to arm participants with both the hard and soft skills required for workplace success;
- Providing paid work experience on construction sites – Rebuild sites when possible – for program participants to gain skills while they prepare for their apprentice test;
- Providing holistic supports including mentoring and coaching services to support a successful transition to the construction industry.

In addition, Rebuild will ensure program effectiveness by establishing and tracking performance standards that will measure the program's success. These metrics may include:

- Number of program applicants, selection and assessment data, program completion rates, participant satisfaction, weekly soft skills and on-the job performance evaluations placement rates, retention rates, etc.
- Establishing an evaluation framework with both quantitative and qualitative criteria for measuring public and individual benefits.

Key stakeholders in the PHL Pipeline include, but are not limited to the City of Philadelphia, Labor Unions who have signed on to the MOU, Philadelphia Works Inc., and Pre-Apprenticeship Training Providers. It is the intention of Rebuild that will coordinate the efforts of these key stakeholders to build a PHL Pipeline that is in alignment with the workforce development strategy under development by the City of Philadelphia. Each stakeholder will bring their specific area of expertise to the table to build a Pipeline program that speaks to the needs of its participants, the City's Labor Union and the Contractors who employ skilled labor. It is the City's expectation that the trades will support our participant's preparation to take and pass an apprentice test and interview process, and obtain an apprentice position.

## Supports for Minority, Women, and Disabled-Owned Businesses

Over the course of its anticipated seven-year duration, the Rebuild initiative is intended to provide supports and contracting opportunities that increase the number and capacity of Minority, Women, Disadvantaged Business Enterprises and Disabled-Owned Businesses (M/W/DBE/DSBEs). Rebuild will support the growth of these businesses in two ways – providing a “concierge service” aimed at growing organizational capacity, and building a set of comprehensive supports within the City of Philadelphia aimed at lowering barriers to contracting opportunities.

Rebuild has retained a consultant, Talson Solutions, LLC, a construction auditing, consulting and project management firm with deep experience in the Philadelphia construction industry. Talson Solutions will be developing a “concierge service” aimed at supporting the skill and resource building needed by contractors to compete on more equal footing both now and by the time Rebuild is over.

Talson Solutions has already begun the work of assessing the needs of professional services firms and contractors in order to create a program that will support clear development goals. They will also develop a baseline business development plan to ensure that vendors receiving services are making progress towards a given standard. Business development goals will be articulated in terms of objective measures such as changes in credit scores, net assets, annual revenues, bonding capacity, and certification status.

As Project Users will be charged with meeting Rebuild participation standards, we will be providing them with information to assist in contract packaging and ready access to a pool of vetted M/W/DBE/DSBEs. The goal is for M/W/DBE/DSBEs to have regular access to business opportunities that align well with their evolving capacity.

In addition, Rebuild is working to lower the barriers that small M/W/DBE/DSBE construction and professional services firms typically encounter when attempting to do business with the City. Components are expected to include, but not be limited to, the following:

- Ensuring that payments are received by sub-contractors timely, with a goal of 30 days maximum;
- Providing each business with a single point of contact to coordinate all Rebuild supports;
- Performing assessments of businesses and establishing customized business development plans, with periodic reporting on progress relative to goals and course corrections as needed;
- Providing support to Project Users for the development of design and construction contract packages that maximize the participation of M/W/DBE/DSBEs within any constraints of resources and capacity;
- Facilitating access to capital through existing lenders;
- Providing an Owner-Controlled Insurance Program (OCIP) administered by the City of Philadelphia to reduce insurance costs; and

- Providing assistance in meeting bonding requirements on Rebuild projects and beyond, potentially with credit enhancements and/or collaborations with one or more bonding companies.

In addition, the Office of Economic Opportunity (OEO) is developing a program to support non-registered small business growth, and certification and registration as M/W/DBE/DSBEs. The Emerging Vendors program will allow businesses who meet OEO's criteria to participate in up to \$150,000 of contracts with Rebuild over the course of one year while pursuing their M/W/DBE/DSBEs certification.

## **Monitoring**

There will be two formal components of diversity and inclusion monitoring:

- Monitoring of both the workforce and contract participation goals will be performed by one or more third parties, selected pursuant to a transparent, competitive process. The monitor will not passively record workforce and contract participation on Rebuild jobs; rather, the monitor will be proactive in ensuring that Project Users, consultants and contractors are meeting their obligations pursuant to their Economic Opportunity Plans (EOPs), and in assisting all parties in achieving EOP goals. The third-party monitor will identify deficiencies and work to resolve them in real time through an active daily presence on job sites, coordination with the apprentice-ready program, and continual follow-up with contractors, building trades, and Project Users. The EOP monitor will also make a determination one-quarter of the way through each project as to whether it is on track to meet its EOP goals. This determination will help to ensure that the Rebuild office takes corrective action if necessary.
- There will be a Rebuild EOP Oversight Committee, similar to EOP Oversight Committees for major City projects but with a scope including the Rebuild apprentice-ready and business supports work as well as EOP compliance. The Committee will include representatives of the Rebuild Office, City Council, the Office of Economic Opportunity, the Deputy Mayor for Labor, the Chief Diversity and Inclusion Officer, contractors, professional services firms, and the building trades. The Committee will be responsible for reviewing reports provided by the third-party monitor, supplemented as appropriate by Rebuild office staff and Project Users. The Committee will also advise on the policies and procedures of the Rebuild initiative related to diversity and inclusion and on course corrections that should be made to improve diversity and inclusion results.

The ability to meet contract and workforce participation goals – based on experience on previous Rebuild projects, as applicable – will be an explicit and important criterion used when considering any grant application for a Rebuild project. Similarly, Rebuild contracts will require ability to meet contract and workforce participation goals to be an explicit and important criterion for qualifying design teams and contractors/ construction managers. Quarterly Rebuild reports will include contract and workforce participation results relative to goals for Project Users and for owner's representatives, design teams and contractors/ construction managers.

## Roles of Project Users in Diversity and Inclusion

Project Users, as the entities holding design and construction contracts to deliver projects, will have a key role in accomplishing Rebuild's diversity and inclusion goals. Although they will have the autonomy to determine their own consultant and contractor teams, the City of Philadelphia will be active partners and overseers in all facets of Project User work. Relating to diversity and inclusion, the City will be involved at several levels:

- *Setting aggressive goals.* The City has set overall workforce and contract participation goals for Rebuild as referenced previously; these are also memorialized in a Rebuild Master Economic Opportunity Plan (EOP). Each project will have its own EOP, based on the specific scope of work. Importantly, EOPs will not only set forth goals, but must set forth credible plans for how participation goals are to be achieved.
- *Providing information and connections to M/W/DBE/DSBEs.* The City will provide information and support to make it easier for Project Users to surpass historical participation levels. The Rebuild office and Talson Solutions will provide Project Users with information about local M/W/DBE/DSBEs and their capacity, reducing the burden of finding and vetting new consultants, contractors and sub-contractors. They will also help ensure that contract packages have been designed to maximize the skills of these businesses.
- *Providing information about apprentice-ready graduates.* As Rebuild launches the PHL Pipeline, opportunities to hire work-ready pre-apprenticeship program graduates will ease the burden on contractors and subs seeking new workers.
- *Approving or rejecting Project User grant applications.* While the City will provide information to help Project Users be successful, grant applications that don't meet City goals and standards, including diversity and inclusion goals, will be rejected. To be approved, grant applications will have to support Rebuild's ambitious diversity and inclusion goals and include credible plans for achieving them.
- *Monitoring.* As described in the previous section, 3<sup>rd</sup> party monitors will be responsible for recording the performance of Project Users with respect to workforce and contract participation, and for helping them to achieve and surpass goals. Monitors will follow up with all parties, helping to hold Project Users and contractors accountable in real time.
- *Performance evaluations.* The Rebuild office will use information about the performance of Project Users and prime contractors to develop reports to City Council and the Rebuild Oversight Board and to evaluate future grant applications, including performance with respect to participation goals.



### III. Community Engagement

Community engagement is an essential part of Rebuild – improvements to Rebuild sites will only be effective if neighborhood residents are at the table to help shape them. Empowering a diverse network of residents to be part of an inclusive process to re-vision their civic assets will help ensure that improvements are responsive to the needs and priorities of community members and will also help to improve programming and stewardship at Rebuild sites in the long term. Rebuild goals for community engagement are as follows:

- Improve and/ or reprogram parks, recreation centers, and libraries in ways that are welcoming to all community members, reflect their priorities, and effectively meet their needs.
- Empower residents to inform and shape Rebuild improvements to their community spaces.
- Instill a sense of community pride and ownership over community spaces.
- Develop a mutual understanding between local government and community members about each stakeholders' role in and commitment to sustaining the success and benefits of Rebuild improvements (e.g., maintenance, programming, fundraising, etc.).
- Use Rebuild as a vehicle to invest in community groups and frontline City staff to organize, support, and equip them with the skills, tools, and resources to help ensure that the initial physical and programmatic improvements through Rebuild are sustained.

The paragraphs that follow outline plans for community engagement for Rebuild in three areas: project-specific engagement; capacity building; and education and awareness building.

#### **Project-Specific Engagement**

Rebuild engagement efforts are expected to give residents a meaningful opportunity to shape the vision for their project and, in most instances, will be carried out by Project Users and their partners, which should include local community groups and organizations. These teams will coordinate with and be supported by City departments and Council members. Engagement goals and standards will be designed by the City to provide guidance to organizations carrying out Rebuild projects. Project User plans for engagement activities at Rebuild sites will be reviewed by the City to determine whether they are sufficient and meet Rebuild's goals and standards.

Other City departments and agencies, such as the Office of Civic Engagement and Volunteer Service, the City Planning Commission, the Water Department, and Community Schools will also provide critical assistance to Rebuild, PPR and FLP in understanding historical and current conditions, identifying opportunities for collaboration or coordination, evaluating proposed approaches, and monitoring results.

Essential elements and values of Rebuild’s approach to project-specific engagement are described below.

1. Rebuild engagement efforts are expected to be implemented in close coordination with local community groups and organizations and District Council members.
2. With the understanding that every neighborhood is unique, engagement processes will be site specific and customized to the needs of the community and facility, considering factors such as (but not limited to):
  - a. Existing community plans;
  - b. Neighborhood languages, history, identity, and culture;
  - c. Scale and scope of anticipated investments;
  - d. Community demographics; and
  - e. Capacity of local community organizations.
3. Whenever possible, engagement efforts are to be implemented in close partnership with grass-roots community organizations, such as CDCs, and volunteer groups, such as Parks Friends groups, Library Community Councils, Recreation Advisory Councils, Neighborhood Advisory Councils (NACs) and Civic Associations. Considering their existing commitment to and familiarity with their sites, the experiences and perspectives of these groups are considered essential in leading engagement efforts and the ultimate designs for facilities.
4. Rebuild projects will create opportunities for communities to problem solve, find common ground, and establish a unifying vision for their community space. One critical goal, and challenge, will be to achieve compromises and broad buy-in while also bringing additional perspectives into the conversation. In many cases, the organizations carrying out engagement efforts will be expected to have a demonstrated track record of facilitating productive dialogues that bring varying perspectives together to advance a common agenda.
5. The engagement processes will provide a set of accessible and inclusive opportunities for resident input, making sure that populations that historically may have had limited chances to provide input on capital projects in their community are given the opportunity to do so. This means reaching people across a variety of spectrums including age, socio-economic status, race, ethnicity, and immigrant status.
6. A toolkit of inclusive community engagement guidelines will be made available to Project Users to inform project-specific engagement efforts. The goal of this toolkit will be to ensure that Rebuild reaches as many residents as possible, with the understanding that different people will feel comfortable engaging in different ways. Approaches could include canvassing, arts-based engagement, interactive events, and surveying in person or through technology. The toolkit will be made available to Project Users, community organizations, District Council members, the Rebuild team, and PPR and FLP staff as a resource to develop and assess engagement plans for each site.



7. The organizations responsible for managing the engagement process will vary by site. Preference will be given to local organizations that have existing relationships in the community surrounding the site as well as a strong track record in community engagement and partnering with other organizations. These organizations will be expected to meet Rebuild engagement expectations and work closely with Project Users, District Council members, and City staff.
8. The engagement process will set clear expectations for community members about the resources available for each project, including the decision making processes related to project scope and budget.
9. When appropriate and possible, engagement processes will leverage or coordinate with other City initiatives, such as Philadelphia Water Department projects, Community Schools, Out-of-School Time, and Philadelphia 2035.
10. Design teams will be involved closely throughout the entire engagement process and will use community input and feedback to inform proposed designs.
11. Engagement processes will produce a set of information about community needs and facility usage (e.g., who is using it, when is usage highest or lowest, what activities are most common, etc.) to help ensure that designs and programming are reflective of community priorities.

Rebuild is an opportunity to accomplish meaningful dialogue with residents on a large scale and to demonstrate the value of engaging in a community decision-making process. The City will work diligently to realize this potential by carefully reviewing engagement plans and proposals, taking consideration of past performance of teams carrying out engagement, clearly communicating expectations and standards, and closely monitoring each individual project. Rebuild's overall monitoring, reporting, and performance measurement structure will extend to engagement efforts to provide opportunities for quality control and mid-course corrections.

By allowing qualified nonprofit partners to carry out engagement efforts, Rebuild will be able to source varied and creative ideas for how best to engage with residents, tailor engagement efforts to the needs of specific communities and ensure that local, credible, and trusted community organizations can lead outreach efforts into communities. The grant application process will also give the City the ability to learn from each project, use information to improve the community engagement standards and toolkit, and apply appropriate standards on subsequent projects. The Rebuild office will ensure that sufficient resources are in place to identify and capitalize on lessons learned, coordinate as appropriate across projects, and support efforts such as data collection as needed.

### **Capacity Building**

While project-specific engagement processes are occurring, community groups like Friends Groups and Recreation Advisory Councils may need access to tools and resources to build their capacity. The goal is for groups to be better able to program and steward their improved facilities, and ensure that facilities continue to serve residents in a way that is inclusive and relevant to the community. Rebuild capacity

building efforts will build on existing programs led by FLP and PPR to support the work of volunteer groups such as the Parks Friends Network, Recreation Advisory Councils, and Library Friends Groups and Community Councils. The goal will be to bolster current efforts, using the excitement and promise of Rebuild as an opportunity to better equip existing groups with the tools they need as well as help create groups at sites where they do not already exist. Given the number of potential Rebuild sites, diversity of Philadelphia neighborhoods, and broad array of necessary skills, multiple partners are likely to be needed fulfill the promise of this work.

At the same time, the City must uphold its own responsibility to meet the needs of residents. To do this, the City will explore opportunities to provide frontline PPR and FLP staff with supports, training, and resources to better equip them to be responsive to community needs. Staff receiving these supports may include librarians, park stewardship staff, and recreation leaders.

These complementary capacity building efforts are investments in the people who enable parks, recreation centers, and libraries to provide value to Philadelphia communities. By investing in both neighborhood groups and City staff, the goal is to open lines of communication, strengthen trust, and improve the ongoing quality of stewardship and programming of Philadelphia's community spaces.

Both FLP and PPR are already investing in the capacity of community organizations and staff. Rebuild creates an opportunity to bolster those efforts under the following approach:

1. As part of the planning for Rebuild and the ongoing work of PPR and FLP, a set of core capacities relating to volunteer groups' ability to and interest in helping to help care for and program community facilities will be identified. Based on this work, a set of tools, trainings, and resources will be developed to support the work of volunteer groups. These supports will help groups such as Recreation Advisory Councils and Friends Groups fulfill their mission and work with City staff to maximize the potential of a Rebuild site for the long-term. Supports for community groups may focus on areas such as fundraising, financial management, outreach, and governance. A planning and assessment process will inform the supports and resources that will be provided.
2. Capacity-building efforts will be site/community specific and will be designed to meet groups where they are. The City will work with community leaders and stakeholders to identify strengths and areas for improvement to develop a customized capacity-building approach. At a bare minimum, the goal will be to ensure that every community has the necessary capacity to fulfill its desired role in its site's civic compact.
3. Community capacity-building efforts will focus on strengthening existing Parks Friends groups, Library Community Councils, and Recreation Advisory Councils and providing tools like PPR's Parks Friends Group Toolkit. For sites where a group does not currently exist, Rebuild resources will be used to facilitate the creation of new groups and/or to unite multiple groups.
4. Rebuild's capacity-building efforts will seek to address inequities across the city, with the understanding that communities differ when it comes to the financial assets and the social or

professional networks that they can leverage from within their community. This means that some communities may receive more resources than others, depending on need.

5. Rebuild will provide resources to help build the capacity of City staff, specifically frontline staff such as recreation leaders, library cluster leaders, librarians, and parks stewardship staff to ensure that they are also given the opportunity to grow their skills and expertise to serve and engage meaningfully with communities on an ongoing basis.

### **Education and Awareness Building**

On an ongoing basis, the Rebuild initiative will promote awareness of the goals and scope of the entire Rebuild program: capital improvements, community engagement, and workforce diversity and economic inclusion. Even more importantly, efforts will be ongoing to promote awareness of opportunities to get involved with Rebuild, such as workforce and contracting opportunities, and community engagement activities.

Rebuild will also share the processes for implementing the initiative (e.g., contracting process, site selection process, engagement process, construction process, etc.) with Project Users and directly with community members. Organizations carrying out engagement efforts will receive an orientation to ensure their understanding of Rebuild guidelines, expectations, and processes for each project.



## IV. Design Excellence Process



From the Community Design Collaborative “Play Space Design Competition”, Blanche A. Nixon/Cobbs Creek Library Branch

Design Team: Ground Reconsidered Landscape Architecture (lead); Designed For Fun; Friends Select School; J R Keller LLC; Creative Partnerships; Meliora Environmental Design LLC; The Parent-Infant Center

### Goal

Rebuild will result in more parks, recreation centers, and libraries being accessible, clean, safe and consistently open. Beyond these minimum requirements, it is the intent of the initiative to ensure that all selected facilities benefit from high quality, community-engaged, sustainable design. Every Philadelphian deserves access to community facilities that are inspirational, beautiful, and welcoming. In addition to providing outlets for play and learning, resources, and spaces to engage with neighbors, they should be points of neighborhood value and pride.

### Precedents

New York City implemented a Design and Construction Excellence program focused on city capital projects under Mayor Bloomberg, and has published information and guidelines from the initiative. The City transformed its ability to engage architects and the broader design community, which previously had been alienated from engaging in work on city properties; made contracting more efficient; and significantly elevated the level of design for its public spaces. Rebuild staff will work to learn from New York’s program with a goal of raising the standards for City of Philadelphia public places going forward.

### Rebuild Design Excellence Program

The goal of Rebuild’s Design Excellence Program is to ensure that the design process and the ensuing design fulfills and exceeds the needs of community residents and results in high functioning, high-performing, and environmentally-sustainable facilities. High quality design should result in facilities that are not only programmatically and functionally excellent, but also become hubs of activity and robust sources of neighbor interaction and should result in facilities that are lauded long after improvements are complete, both by users and maintenance personnel. Design excellence means that operating costs should go down, stormwater pollution should be reduced, and the facilities themselves should contribute to improved health outcomes for users and neighbors. For neighborhoods that are often not

the recipients of new civic infrastructure or projects with a strong emphasis on design, the appearance and quality of these facilities is even more important. The Rebuild initiative has the opportunity to convey to residents of neighborhoods that often receive little attention that *they matter*.

Rebuild's design excellence program will include seven components, each of which is described below:

- Integrity through community input;
- Pre-qualification of design professionals;
- "Design challenges" to develop excellent solutions for common design issues;
- Sustainability standards;
- Art Commission review, as required for all City properties;
- A special Art Commission committee review for projects of greater cost or complexity; and
- Rebuild staff and Project User oversight.

Integrity through community input. Substantive and meaningful community engagement, intended to empower residents to inform and shape Rebuild improvements and to instill a sense of community pride and ownership over community spaces, is one of Rebuild's main goals. Residents of the neighborhoods that surround Rebuild sites that are slated to have major design services will have significant input on the design of their facilities. Their knowledge of community needs, neighborhood context, and programming is essential to ensure any new design fulfills and exceeds the needs of the surrounding neighborhoods. Their involvement with the design team will begin at the concept level and continue with reviews of the project to completion. It is anticipated that their involvement in tandem with high caliber design professionals will bring integrity to the design.

High quality design professionals. Rebuild will establish and maintain high standards for the design and construction professionals who are engaged with the initiative. It is anticipated that these professionals will have demonstrated experience working on public spaces, advancing environmental sustainability goals, implementing green stormwater infrastructure, and engaging creatively with end users. Fluency in *Green City, Clean Waters*, the City's stormwater management plan, and *Greenworks*, the City's sustainability plan, is important. At the same time, the ability to think creatively and "outside the box" with a firm understanding of site needs and limitations is a must. Rebuild is expected to attract designers who may not have historically participated on City projects, creating opportunities to foster innovation and to bring new perspectives and ideas to City owned properties. The pre-qualification process is addressed in greater detail later in this Plan document.

Design Challenges. "Design Challenges" will be issued as a part of the design excellence work undertaken by the Rebuild initiative. Design challenges could tackle a specific issue or a specific site. Examples of such specific issues include the rapid degradation of safety surfaces under swings and slides, how to make bathrooms beautiful while meeting City maintenance standards, managing empty pools for 9 months of the year, or making fences and pool decks more neighborhood and user-friendly. Addressing these issues or sites through competitions or competitive RFP processes will be structured to foster bold and innovative thinking, ideally solving chronic issues, setting new standards, and increasing Philadelphia's network of public architecture landmarks.

Sustainability standards. Ensuring that Rebuild projects contribute to the City’s sustainability goals will increase the impact and longevity of these once-in-a-lifetime investments in civic assets. The Office of Sustainability (OOS), through its experience with City operating departments, has identified the five values below as priorities for sustainable renovations:

- Simplicity: Buildings that are easy to operate and maintain.
- Lifecycle Costs: Buildings that minimize capital and operating costs over time.
- Risk Management: Buildings that are designed to withstand a hotter, wetter future.
- Occupant Comfort: Buildings that keep occupants comfortable.
- Sustainable Construction Practices: Buildings that are constructed with their surrounding environment and neighborhood in mind.

Rebuild investments should create signature assets and models for future City work. They need to be built to last, with simple, efficient systems that serve users well, are easy to maintain and have low operating costs. To show how these values translate into actions, the Office of Sustainability is developing a series of seven standards and guidance documents defining specific technology and design considerations:

- 1) Facility Lighting Standards
- 2) Building HVAC Controls Guidelines for New and Existing Buildings
- 3) Building Envelope Guidance Document
- 4) Building HVAC Systems Standards
- 5) Flood Risk Management Guidance
- 6) Water Efficiency and Domestic Water System Standards
- 7) Site and Landscape Standards

The documents are meant to standardize systems where appropriate, and to provide guidance on design considerations and technology selections that reflect the City’s sustainability values. They will be a mix of existing documents, national standards, and elements authored by OOS. The Rebuild office, the Department of Parks and Recreation, and the Free Library of Philadelphia will jointly ensure that Project Users, design professionals, and contractors comply with OOS standards and guidance through regular design review meetings.

At the same time, the guidelines and standards are intended to be living documents, informed by feedback as projects are implemented.

Art Commission review. All Rebuild projects that require a building permit will be reviewed and approved by the City’s Art Commission, which is Philadelphia’s design review board. According to the Philadelphia Home Rule Charter, the Art Commission comprises eight appointed members and the Commissioner of Public Property. The appointed members include a painter, a sculptor, an architect, a landscape architect, a member of the Commission on Parks and Recreation, an experienced business executive, and two members of a faculty or governing body of a school of art or architecture. Any project on City property or funded with City money must be approved by the Commission. The

Philadelphia Art Commission meets monthly; typically, projects are presented to the Commission twice; once to receive an approval of concept, and a second time to receive final approval.

Special Art Commission/ Rebuild review. A subset of Rebuild projects are proposed to receive an extra level of review through an Art Commission sub-committee created specifically to ensure high quality design. This committee would meet monthly or bi-monthly (as volume determines) and is anticipated to consist of a minimum of two Art Commission members and two to three volunteer non-Art Commission members who are from a design or design-related field. Two of the non-Art Commission members will be appointed by the Council President.

Rebuild projects would benefit from both local contextual knowledge and expertise from outside of Philadelphia. Non-Philadelphia based professionals with expertise in libraries, parks and recreation centers (e.g., familiar with the NYC Design Excellence and Construction Program for public assets, or an architect that works on similar environments in another major metro area or nationally) could bring valuable insights to the process, such as tested ideas, best practices and operational knowledge. This Rebuild Design Excellence Sub-Committee will help ensure that excellent design, informed through a comprehensive community engagement process, is maintained as a high priority in addition to other considerations such as budget and schedule constraints.

This special review is intended for projects that involve significant changes in facility appearance or in user experience, or are issued as design challenges. An estimated cost threshold of \$500,000 will be used to identify projects subject to this additional review, with exemptions for the following:

- *In kind replacement.* If less than \$250,000 of estimated improvements will result in changes other than in-kind replacements, the project is exempt from the additional Rebuild design review. For example, if most of the project is the replacement of finishes such as flooring, then additional design review will not be necessary.
- *Non-visible improvements.* If less than \$250,000 of estimated improvement cost will impact the appearance of the facility, the project is exempt from the additional Rebuild design review. For example, if most of the project is for improvements that will not be visible – e.g., electrical or HVAC improvements or a roof replacement – then additional design review will not be necessary.

Staff oversight. The Rebuild initiative staff have demonstrated fluency and experience in prioritizing high quality, award-winning design in low-income neighborhoods, working on City capital projects and on tight timelines and budgets, ensuring that projects advance environmental goals, and stewarding award-winning community engagement planning processes. These staff, in cooperation with the highly-qualified staff of the Free Library and Philadelphia Parks and Recreation, will oversee all aspects of the Design Excellence Plan in an effort to ensure its success.



## V. Pre-Qualification Process

The work of the Rebuild initiative must be carried out by highly qualified organizations in order to deliver high quality projects and to ensure that Rebuild funds are spent effectively. Verification that participating entities are properly qualified will occur at multiple levels:

- Non-profits who wish to apply for grants to deliver Rebuild projects must be determined by the City of Philadelphia to be qualified for this role, based on the criteria established in the Rebuild ordinance.
- Once qualified, the non-profits or “Project Users” may submit grant applications for specific Rebuild sites. Any team members identified in grant applications must be appropriately qualified and must have been identified as the result of an open and transparent procurement process in accordance with the requirements described in this section of the Plan.
- Some Project User team members may be identified after a grant has been awarded. For example, a Project User may wait to select a general contractor until after conceptual design is complete. In such cases, grant milestones will be established to allow for verification that the selection process and team member qualifications meet Rebuild standards.

The following paragraphs provide more detail about standards for selection processes and team member qualifications.

Selection processes. Project users will have to meet standards of the Rebuild initiative related to the evaluation and selection of their team members, including design teams, construction managers or contractors, owner’s representatives, and professionals engaged to assist with community engagement. The standards are intended to promote competition in support of quality, value, and broad access to contract opportunities, especially for Philadelphia businesses that historically have had less access to such opportunities. The standards are also intended to ensure that contracting processes embody the principles of accountability, transparency, and integrity. At a minimum, selection process requirements will include, but will not be limited to, creating a written record of the process, (e.g., a record of how solicitations were publicized, lists of respondents, and summary reasons that vendors were or were not selected and determined to be qualified). This information will be reviewed in the grant application evaluation process.

The selection process may be evaluated based on additional factors, such as:

- Decision-making by a diverse group of individuals with relevant and appropriate expertise;
- Obtaining sufficient information about vendors to make informed decisions (e.g., through a RFP or RFQ process);
- Taking steps to maximize the number and diversity of vendors submitting responses, including taking steps to making contracting opportunities public on a timeline that allows for a broad variety of businesses to participate;

- Evaluating vendor qualifications based on an agreed-upon set of clear, relevant criteria in a transparent and consistent manner; and
- Implementing a process for reasonably verifying information about qualifications; for example, verifying ownership and checking for outstanding tax obligations, checking references, verifying completion of past projects and track record on workforce inclusion and diversity.

All standards used to evaluate the contractor/consultant selection process will be made public.

In addition, Project Users will require consultants and contractors to refer to and comply with standards established by *Green City, Clean Waters*, the City’s stormwater management plan; standards of the City’s Office of Sustainability/ Energy Office; and standards of the Philadelphia Parks and Recreation Department and the Free Library.

Vendor qualifications. Project users will be expected to use information about the qualifications of potential vendors to gauge their project-related expertise, experience, sufficient resources, and commitment to diversity and inclusion as they relate to a specific project proposal. For vendors that are being considered for a prime contracting role, Project Users will be required to evaluate information in the following areas, at a minimum:

Experience:

- Number of years in business (as a firm and key personnel);
- Size and scope of completed projects;
- Demonstrated experience completing work within established schedule and budget; experience effectively resolving problems in the field;
- Ability to partner with other firms to achieve project goals; and
- Ability to navigate permitting and approval processes.

Commitment to diversity and inclusion:

- Diversity of staff and other evidence of commitment to these principles in the practices and activities of the firm;
- Track record of significant and meaningful participation by minority, woman and disabled-owned businesses as sub-consultants or sub-contractors on prior contracts; and
- Ability to think creatively about how to further the Rebuild initiative goals of growing the number, size, and capacity of minority, woman and disabled-owned businesses in Philadelphia and of increasing opportunities for minorities and women on construction sites.

Qualifications:

- Experience managing relevant projects successfully (e.g., demolition, renovation, and new construction; historic structures; recreation centers, libraries, parks, pool facilities, etc.);
- Ability to balance innovative design and traditional operating practices, including tested, durable materials and ease of maintenance and operation; ability to comply with/incorporate existing design and construction guidelines and specifications;

- Experience working effectively in low-income Philadelphia neighborhoods and/or in diverse neighborhoods;
- Cultural competence;
- Understanding of and commitment to design excellence, urban spaces that enrich the city, and interior and exterior spaces that will engage users and inspire pride in city architecture;
- LEED certification/experience and sustainable design experience;
- Knowledge of green stormwater infrastructure (GSI);
- Commitment to safety and accessibility beyond code compliance; and
- Competitiveness of hourly rates; billing and budgeting philosophy.

Resources and Stability:

- Size of staff;
- Equipment owned by company and available for the project in question;
- Evidence of volume and size of projects that can be managed at one time;
- Appropriate insurance coverages;
- Financial stability (e.g., as evidenced by timely tax and loan payments, audited financial statements, bonding capacity, etc.); and
- Ability to commit to timely payment to subs (as applicable);
- Defaults, suspensions, or debarments on other projects; and
- Litigation (current and in last five years).

The Rebuild business supports program will include a vetting process for participating businesses as part of the development of a baseline assessment and development plan. When available, this information may be useful to Project Users as they conduct their selection and vetting processes.

The City will not approve funding for a Project User if the City finds that the qualification process has not been properly administered or that the service providers are not properly qualified.

Fostering new talent. It should be noted that an explicit goal of Rebuild is to benefit from and provide opportunities for innovative and less experienced design teams and construction managers. Pre-qualification processes are therefore intended to strike a balance between attracting newer talent and ensuring that high quality work will be performed on time and on budget. Rebuild supports for minority- and women-owned businesses are also expected to help them perform successfully and build capacity. Contract structures such as joint ventures that create opportunities for business development will be encouraged.



## VI. Independent Financial Reviews

The principles of accountability, transparency and integrity are as integral to Rebuild as the value of equity. Rebuild initiative funds must be spent both efficiently and effectively in order to maximize positive results for Philadelphia’s neighborhoods, and Philadelphia’s taxpayers deserve to know how every penny is spent. Mayor Kenney, Managing Director Michael DiBerardinis, and Finance Director Rob Dubow will set the tone from the highest levels of the City of Philadelphia by delivering a consistent and constant message about the need for Rebuild to meet the highest standards of ethics and effectiveness. Tight fiscal controls and careful financial oversight are likewise essential.

Rebuild will have a three-part system of financial and contractual controls: administrative controls and reports; Office of the Inspector General/ Chief Integrity Officer oversight; and City Controller oversight.

### **Administrative Controls and Reports**

Administrative controls and reports. The Rebuild Office will work with the City’s Director of Finance and Director of Accounting to finalize prescribed financial procedures and controls for Rebuild funding and activities, for use by all parties including the City of Philadelphia and any third parties involved in the Rebuild initiative. All appropriate controls and procedures required in recently-issued federal Uniform Guidance governing grant expenditures will be applied to Rebuild funding activity, ensuring proper levels of transparency and accountability. Additionally, relevant best practices from the American Recovery and Reinvestment Act (ARRA) framework employed by the City will be applied, including the development of a Rebuild-specific “rulebook” to ensure that all parties have a common understanding of standards, procedures and requirements. Rebuild Office staff will oversee all financial activity to ensure compliance with policies, procedures and grant conditions.

The Rebuild Office, likely with the assistance of contracted owner’s representative services, will develop controls and systems for ensuring that the work of Project Users is performed properly; that contract increases are warranted and well documented; and that invoices accurately reflect work completed. These systems will include design reviews, construction inspection, and procedures for the review and approval of invoices and requests for change orders and contract amendments.

The Rebuild office will serve as a primary source of official financial reporting on all Rebuild initiatives. A financial management system –the same system that is already in use by the Philadelphia Industrial Development Corporation – will track revenues and each individual expenditure by specific location. The system will allow for nimble production of a broad range of reports. City Budget and Accounting staff, Integrity Office staff, the Inspector General and the City Controller will all have “read-only” access to this system to help ensure that financial data is available in real time.

Rebuild staff will be responsible for developing financial reports on at least a quarterly basis; some reports may be produced more frequently. Rebuild’s Deputy Director for Finance and Administration will be responsible for the initial design of a suite of standard reports. Reports will cover both revenues and expenditures at multiple levels of detail in order to answer questions of various stakeholders with differing levels of financial expertise, including the general public. One example might be budgeted, actual, and projected expenditures for each program (physical improvements, community engagement, diversity and inclusion, and administration). Standard reports will be refined as necessary to meet the needs of their audiences; ad hoc reports will also be produced as required.

Reports will be presented at quarterly meetings of the Rebuild Oversight Board and all reports will be posted timely on the Rebuild website. The Rebuild office will also produce an annual report, which will provide a look-back at progress during the previous year, as well as budgeted and projected information for the year to follow.

### **Office of the Inspector General and Integrity Office Oversight**

The Office of Inspector General (OIG) and the Office of the Chief Integrity Officer (CIO) will work jointly to provide oversight and monitoring of the Rebuild program to prevent fraud, waste, or misuse of program dollars. City staff, Project Users, and contractors involved in the Rebuild initiative will be required to cooperate fully with all oversight and monitoring activities.

The OIG and the CIO are developing a Compliance Monitoring Program (CMP) for all programs funded by the Beverage Tax, the guiding principles of which are accountability, transparency, and integrity. The program will set forth clearly how spending and activities associated with these initiatives will be monitored and how these offices will provide compliance support to all entities with financial involvement with the Rebuild initiative. The primary focus of the CMP will be education and outreach to projects users and contractors regarding appropriate financial and administrative controls, the prevention and detection of waste, fraud or misuse of Rebuild funds, and mechanisms to report such behavior. Support will be provided, as needed, by the OIG to investigate any claims of waste, fraud, or misuse of Rebuild funds. All contracts funded by Rebuild will include language regarding monitoring activities, cooperation with the CMP, and appropriate use of funds, and all Project Users will be required to participate in a compliance monitoring training provided by the OIG/CIO. The CMP will also include educational resources, training, and sustained communication to all parties involved with the Rebuild initiative, including the development of a Rebuild-specific “rulebook” to ensure that all parties have a common understanding of all Rebuild standards, procedures and requirements.

### **City Controller Reviews**

The Office of the City Controller is anticipated to have two roles in the Rebuild initiative. First, the City Controller is assigned functions by the Philadelphia Home Charter related to the approval of

disbursements of City funds (pre-audit) and the annual audit of all departments receiving City funds (post-audit); the Controller is elected in order to retain independence from the officials she or he will be auditing (Philadelphia Charter § 3-201). Second, the Kenney Administration is requesting that the City Controller fulfil the role of independent provider of financial reviews over the course of the Rebuild initiative.

The cost of both pre-audit, and post audit functions will be borne by the Rebuild initiative.

### **Pre-Audit and Post-Audit Functions**

Pre-Audit by City Controller. Under the Philadelphia Home Rule Charter, expenditures for capital projects are subject to review by the City Controller's Office before payments are made. In accordance with its Charter-designated role for approving or disapproving requisitions for payments, the City Controller will review all contracts prior to implementation and will conduct pre-audits of expenditures for full compliance. The scope of the Controller's review will include all Rebuild funds expended by the City or through PAID, including Rebuild bond proceeds, City capital funds, funds from foundations, funds from state and federal funds, and other funds.

As noted above, the Rebuild office will engage construction inspectors to verify that actual work is consistent with invoices. The City Controller's technical staff will also have the right, but not the obligation, to accompany and to observe invoicing vendors during construction activities, provided that such observation does not interfere unreasonably with the construction process.

Post Audit by City Controller. The City Controller, in its Charter-designated role as independent auditor of all City expenditures, has the power to audit at least annually, the affairs of every officer, department, board and commission receiving appropriations from city council. This includes rendering an opinion on whether the financial statements of the City of Philadelphia are fairly presented in accordance with accounting principles generally accepted in the United States of America. Included within the scope of both the annual audit of City agencies and the audit of the City's financial statements is testing of selected capital disbursements funded by bonded debt. This testing includes verifying that the expenditure was accurately calculated and in agreement with the supporting invoice and contract, approved by appropriate personnel, authorized in the capital budget, and consistent with the purposes stated in the authorizing bond ordinance. Audits are conducted in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. The Controller, in its sole discretion, may also conduct performance reviews of operations and management.

## Independent Financial Reviews

An independent accountant – anticipated to be the City Controller– is requested to perform financial reviews – known as “agreed upon procedures” – throughout the Rebuild initiative, in accordance with the attestation standards established by the American Institute of Certified Public Accountants. Given the significant financial commitment and high profile of the initiative, an additional layer of review is expected to help build credibility for taxpayers and funders alike, and provide a high level of confidence that Rebuild funds are being managed and used properly. The scope of the Controller’s review will include all Rebuild funds expended by the City or through PAID, including Rebuild bond proceeds, City capital funds, funds from foundations, funds from state and federal funds, and other funds. As is general practice among auditors, the Controller is expected to rely, at least partially, on financial reports developed by Rebuild staff; however, the Controller will also have independent access to Rebuild’s financial data, and may conduct tests and reviews of transactions, contracts, and processes.

On an ongoing basis, the independent accountant will perform agreed upon procedures that will be developed jointly by the Rebuild office and the Finance Director in consultation with the City Controller. The procedures will be reviewed from time to time and revised if necessary. (It should be noted that the start-up grant provided by the William Penn Foundation will also be subject to a separate agreed-upon procedures review when fully expended.)

The agreed upon procedures will be conducted in order to verify the accuracy and completeness of the financial reports generated by the Rebuild office and to verify that financial management practices are in compliance with applicable policies, procedures and grant conditions. The procedures and any findings will be memorialized in reports issued by the Controller’s office annually.<sup>1</sup> The reports will be presented at meetings of the Rebuild Oversight Board and posted on the Rebuild website.

Independent financial reviews are anticipated to have three components:

Project file sampling. The independent accountant’s review will include ongoing agreed upon procedures reviews of sample project files, that is, Rebuild project files maintained by Project Users and the Rebuild Office (in cooperation with PAID) including information such as grant agreements, contracts, and invoices. On an ongoing basis, the independent auditor will review files from a sample of 25% of all projects per year to determine compliance with grant agreements, the Rebuild Rulebook, and applicable laws and standards.

Other reviews and procedures. Other agreed upon procedures will be designed to determine whether financial information is accurate and funds are used properly. For example, a sample of financial transactions each year will be reviewed each year to determine whether they are proper, documented appropriately, and are recorded in the proper amounts and in the proper accounts.

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<sup>1</sup> While any findings will generally be provided in an annual report, any suspected safety hazards or criminal activity would be reported immediately.



Closeout reviews. The independent accountant will perform an agreed upon procedures review of every Rebuild project upon its completion. These project closeout reviews will be incorporated into the reports issued by the Controller's office annually.



## VI. Rebuild Oversight Board

Goals. The Rebuild Oversight Board is intended to increase public access to information about Rebuild, to oversee and evaluate Rebuild progress relative to goals, and to recommend course corrections to the Administration. Given that the Rebuild initiative is a public-private partnership, this will allow for additional oversight, in addition to City Council hearings, that is public but brings in perspectives from the private and nonprofit sectors. Two key aspects of the Oversight Board include:

- Providing an avenue, in addition to City Council hearings, for members of the public to access information about Rebuild and ask questions or raise concerns. Each meeting of the Oversight Board would dedicate time for members of the public to speak. Staff will be responsible for ensuring that translation services will be available if needed, and that meeting materials will be available in languages other than English; and
- Providing disinterested perspectives on Rebuild activities and progress – i.e., perspectives other than those of the City of Philadelphia and entities engaged to implement Rebuild. Including a diversity of perspectives is expected to be especially beneficial given the many facets and broad scope of Rebuild.

An organizational chart at the end of the Plan illustrates the various agencies and committees that are proposed to be involved in Rebuild.

Oversight Board members. Exhibit B of the Rebuild ordinance addresses the Oversight Board and prescribes Board members, which will include both City and private sector representatives. City representatives will be as follows:

- The Managing Director, Parks and Recreation Commissioner, Free Library of Philadelphia President, Director of Commerce, the Planning Director, Director of Finance, and the Chief Integrity Officer; and
- The Chair of City Council’s Committee on Parks and Recreation.

Other Board members will be as follows:

- Two members appointed by the President of City Council;
- Up to five subject matter experts in the areas of design and construction, workforce development and/ or M/W/DBE/DSBE support, community engagement, and philanthropy; and
- Two community or civic leaders.

Finally, the chair of the Rebuild Diversity and Inclusion Oversight Committee will be a member of the Rebuild Oversight Board to ensure that diversity and inclusion goals and issues are elevated properly. In total, the Oversight Board will have up to 18 members. City officials will be standing members; other members are proposed to have terms of three years with options to renew as approved by standing committee members.

Oversight Board staff and meetings. The Rebuild Oversight Board will meet quarterly and will be staffed by employees of the Rebuild Office and the Mayor’s Fund. It is anticipated that PIDC/PAID, in its role as financial and real estate conduit, and Project Users may also provide information to the Rebuild Oversight Board. A typical agenda is proposed to include the following:

- a. Diversity and inclusion report, addressing the apprentice-ready program, business supports, and workforce and contract participation rates;
- b. Project progress report, addressing highlights of budget, schedule, design, and physical progress at Rebuild sites, as well as issues related to non site-specific design work (e.g., prototypes), the Percent for Art program, and design teams and contractors;
- c. Community engagement report, addressing progress at Rebuild sites, results of diverse community engagement approaches, impacts of community input on design, capacity building efforts, and post-project results;
- d. Financial report provided by the Rebuild Deputy for Finance and Administration, addressing revenues by source and expenditures by program (inception-to-date, budget, and projected), budget variances and adjustments, and contracts;
- e. Report of the Integrity Office/ Office of the Inspector General;
- f. Development report, summarizing fundraising efforts and impacts; and
- g. Rebuild Executive Director’s report (if necessary to cover other items or issues).

Standard report formats will be developed and refined in order to meet the needs of the Board. Project and financial reports will be provided at a summary level but will also be available in detail. Minutes will be recorded, provided to Board members, and posted on the website. All reports presented at Rebuild Oversight Board meetings will also be posted on the Rebuild website.

Oversight Board roles and responsibilities. Board members will be asked to review reports critically, ask questions, discuss progress and challenges, offer ideas and alternatives, make informal suggestions, and make formal recommendations, as appropriate. Actions of the Board will not be binding, but must be considered by the Managing Director, as the administration member with primary responsibility for the implementation of the Rebuild initiative. When formal recommendations are made, a written response from the Managing Director or from Rebuild Office staff will be required.

As referenced in the financial reviews section of this Plan, the Office of the Chief Integrity Officer and the Office of the Inspector General will have formal roles in the oversight of the Rebuild initiative, providing basic compliance monitoring (e.g., investigation, as needed, of allegations of waste, fraud, or misuse of Rebuild funds) and education of Project Users/contractors. Such activities will therefore not be part of the scope of the Oversight Board’s responsibilities, although as noted above, the Oversight Board will receive reports on compliance monitoring activities. It should also be noted that the Oversight Board will not supplant the role of the City Controller as the provider of independent financial reviews.

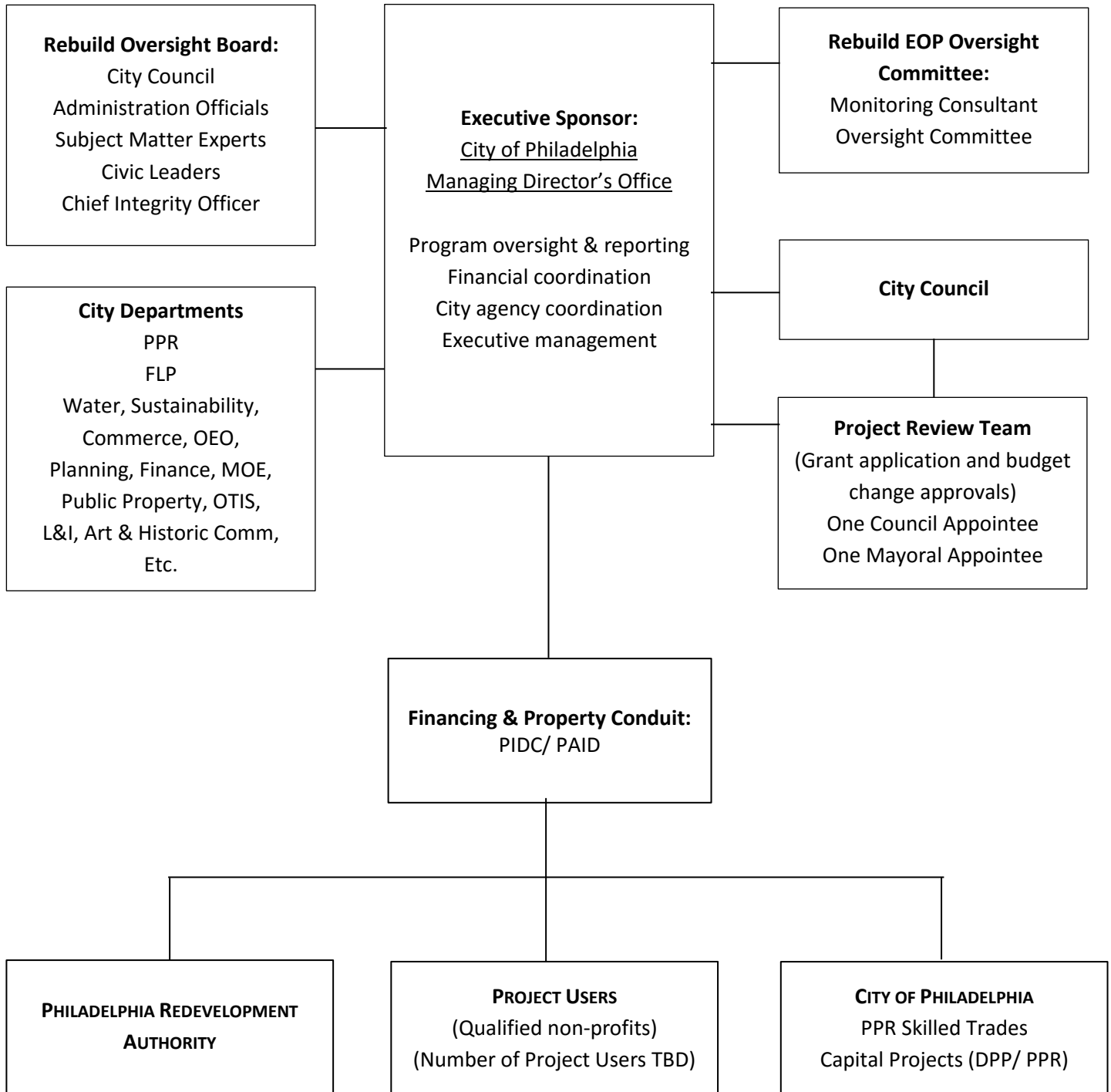
In instances when there are proposed significant changes to the Rebuild Plan that do not originate from the Board – the fundamental structure, delivery, management, and administration of Rebuild – Oversight Board members will be made aware of the changes before they are adopted. Although the Oversight Board would have no formal control over the adoption of any changes to the Rebuild Plan, they would be given the opportunity to publicly ask questions and weigh in on the merit of the proposed changes before implementation whenever reasonably possible. Board members may have responsibilities related to Rebuild outside of their role on the Board that would allow them to influence whether proposed changes to the Rebuild Plan are adopted.

Should any changes to the Rebuild Plan be adopted, the Oversight Board will be made aware and receive updates on the progress of the adopted changes through the quarterly reports to the Oversight Board and Oversight Board hearings.

The Oversight Board will be established in October 2017 and hold its first meeting in November 2017.



**Rebuild – Proposed Implementation Structure**







**Rebuild – Proposed Implementation Process**

**1. RFQ and Annual Planning**

**Project user RFQ**  
Process will take place every 1-2 years to qualify nonprofits as project users

**Annual Site Selection**  
- Rebuild and District Council members agree on sites  
- Project delivery method identified

**Annual Planning**  
- City Council approves project statement and annual budget  
- City Council approves list of sites to be leased to PAID

**2. Grant Application**

Project users submit applications to work on specific sites, including plans for engagement and diversity

Project Review Team reviews and approves grant applications in coordination with District Council members and City depts.

**3. Project Implementation**

Residents engaged by project users and partner organizations to inform improvements at each site. Engagement will include Council members and City depts.

Designs for improvements, informed by community input, are presented to the community and City for necessary approval.

Construction begins.