

# **City of Philadelphia**



## **Five Year Financial and Strategic Plan for Fiscal Years 2019-2023**

**Twenty-Seventh Five Year Plan for the City of  
Philadelphia Pursuant to the Pennsylvania  
Intergovernmental Cooperation Authority Act**

**Presented to City Council March 1, 2018**

**James F. Kenney, Mayor**

**This report is available online at [www.phila.gov](http://www.phila.gov)**





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**July 1, 2017**

*Christopher P. Monell*

Executive Director

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# LETTER FROM THE MAYOR

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Fellow Philadelphians,

I am pleased to introduce my third proposed Five Year Financial and Strategic Plan.

While we have made great progress in the past two years, the challenges we face are still tremendous, perhaps none more so than the needs of Philadelphia's public school system. Every year, our plan has included a deep commitment to improving educational opportunities for all Philadelphia's children, including expanding access to pre-K, creating the Community Schools program, and working with departments to provide additional supports.

Over the last two years, the School District of Philadelphia has achieved stability, and improved literacy and graduation rates. We still have work to do, but we are headed in the right direction.



This progress is threatened because the School District faces a significant financial challenge largely outside of its own control. This is due to a combination of rapidly increasing costs that the District doesn't directly control, and projected slow growth in revenues. So, in this Five Year Plan, I propose a package of measures that will provide stability to the District by eliminating the deficit, and providing the district with funding to ensure the gains of recent years are not lost.

If we don't continue to make progress, we'll see the population increases of the last decade reverse as new Philadelphians leave to find better educational opportunities for their children. Children in families who cannot afford to leave will lack the education and skills to compete in the twenty-first-century economy. Businesses will lack a talented workforce to help them grow or to attract them here in the first place. The City's poverty rate, which remains at 26% while the national average falls, will remain stagnant or worsen. Philadelphia's success depends on our schools.

This Five Year Plan also addresses some of the key concerns of Philadelphia highlighted in the 2017 Resident Survey. The results were clear: Streets, Sanitation and Public Safety, in that order, ranked as the top three services that the City should focus on improving.

So we're listening. The Five Year Plan lays out new investments for the Police and Fire Departments that will enhance public safety, and for the Streets Department to improve the condition of our roadways and the cleanliness of our public spaces.

Other portions of the Plan include a focus on the scourge of opioids by caring for and protecting addicted individuals as well as keeping neighborhoods safe, clean, and accessible. Imminently dangerous properties, left decaying in all parts of our city, are also addressed in this Five Year Plan with increased demolitions by L+I. There are increased investments targeted to reduce poverty and enhance child welfare.

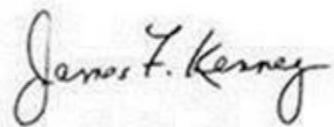
The Plan also provides additional protections for our low-income homeowners, through a raise in the homestead exemption, to provide a tax buffer against growth in home values, and additional funds to help residents remain in their homes through housing counseling.

My Administration remains firmly committed to improving the health of the City's pension fund and to ensuring that our employees receive fair, but affordable, contracts. We are setting aside \$225 million over

five years for costs related to future labor agreements. We look forward to a negotiated settlement in the coming months with District Council 47, and to arbitration awards with firefighters, correctional officers and deputy sheriffs.

I am confident that the spending priorities reflected in this Five Year Plan will allow the City to remain fiscally responsible, yet still address the difficult challenges that lie ahead. I appreciate the willingness of all residents to do their part in support of these efforts.

Sincerely,

A handwritten signature in black ink that reads "James F. Kenney". The signature is fluid and cursive, with "James" on the first line and "F. Kenney" on the second line.

Mayor Jim Kenney

# EXECUTIVE SUMMARY

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## INVESTING IN PHILADELPHIA'S CHILDREN

The Kenney Administration believes that no investment is more important than providing stable funding for the education of Philadelphia's children. Philadelphia needs a well-educated and skilled workforce, resulting from high-quality schools in all neighborhoods, and achieving that vision will take a collective effort across the city. With the School District of Philadelphia (District) facing a deficit of over \$900 million over the next five years, the Administration is focused on providing resources not only to stabilize the District's finances, but to invest in quality programs to ensure the best outcomes for Philadelphia families.

To bring about financial stability for the District, the Administration is proposing a package that includes contributions from every sector of the city because all Philadelphians have a stake in the future of our schools. First, the City will turn to its own general fund and will increase its annual contribution to the District by \$20 million annually. The City also proposes to reduce the amount of planned wage tax rate reductions, and to use the savings from the lower rate of reductions to increase the District's contribution by almost \$340 million over five years. The Administration further proposes to increase the Real Estate Transfer tax to generate an additional \$66 million, as well as increase the Property tax by 6% to generate an additional \$475 million. This roughly \$980 million package is proposed to ensure that Philadelphia's students have the resources to thrive.

The Five Year Plan also continues the investments in pre-Kindergarten and Community Schools, enabled by the passage of the Philadelphia Beverage Tax (PBT) last year. The tax has generated almost \$79 million over its first 12 months, allowing over 2,700 three- and four-year-old children to access high quality early education which will set them on the path to future educational success. Although the legal challenges to the PBT have meant that full expansion of these programs is currently on-hold, when the litigation is resolved in the City's favor, the Administration plans to expand the number of pre-K seats each year, reaching 5,500 in FY23, and to expand the number of Community Schools, reaching 20 by the end of the Plan. A portion of the revenue generated by the PBT was reserved while the litigation is ongoing, and in FY20, assuming the lawsuit is resolved in the City's favor, those reserved funds will be made available to support professional development, technical assistance and capacity-building supports for pre-K providers.

## FISCAL CHALLENGES

The Proposed Five Year Plan (the Plan) provides for limited additional investments in crucial City services due to the substantial financial constraints within the City's budget. Those constraints include low levels of reserves, high amounts of fixed costs, and a relatively weak tax base, coupled with substantial demands for services.

Total revenues are projected to grow 3.89% in the FY19 budget, or \$173 million, with \$51.7 million of that additional revenue dedicated to increasing the City's contribution to the School District. With agreements outstanding with many of the City's labor unions (including International Association of Fire Fighters Local 22 and District Council 47), the Five Year Plan sets aside \$225 million in a reserve for future labor contracts and awards.

The Plan also increases funding for the City's Pension Fund, accounting for 15.4% of the FY19 Proposed Budget. Other high fixed costs, like debt service, continue to challenge the City's ability to make other investments. Although some funds have been reserved to defend against potential federal (and state) cuts to essential programs, the Administration remains concerned about challenges in Washington, D.C. and Harrisburg that could result in reductions to services for Philadelphia's most vulnerable populations.

The fund balances in this Plan start above \$180 million (FY18 Current Estimate), but drop to below \$40 million by FY22. Those amounts – even in their highest years – are much lower than government finance

experts recommend, and the Administration will carefully monitor revenues and expenditures and make timely adjustments wherever needed to ensure the budget remains balanced and the City has reserves to protect against contingencies. With limited funds, the Administration prioritized those investments that will make Philadelphians safer, help grow residents out of poverty, combat the opioid and homelessness crises, and improve the delivery of existing services to taxpayers.

## IMPROVE SAFETY

Funding included in the Plan provides almost \$100 million in additional funding to the Philadelphia Police Department, to allow the number of sworn police officers to grow to 6,525 and continue that staffing level throughout the Plan. The recession of 2009 meant significant revenue reductions, and led to delays in hiring across the government, including the police force. Reaching a full complement of 6,525 (compared to the current staffing levels of 6,361<sup>1</sup>) will help Philadelphia's neighborhoods become safer and improve officers' abilities to fight crime.

The Proposed FY19 Budget will provide the Philadelphia Fire Department with the ability to support 2,661 positions, with a 24% increase in Fire's personnel budget since Mayor Kenney took office. The growth in the number of budgeted positions will allow the Department to hire additional emergency responders, such as paramedics and fire fighters, to provide greater support to its ability to respond to emergencies. An annual investment of \$10 million is also included in the FY19-24 Capital Program for replacement of Fire vehicles – ambulances, pumper, engines and ladders – to provide the specialized apparatus that the Department needs to save lives. The budget also provides funding to invest heavily in training for the Fire Department and for stronger management by restoring battalion chiefs, a division chief and battalion chief technicians to reduce the operation control from seven to six to improve safety, as well as dedicated health/safety and training positions. The Plan also provides funding for an investment in a new facility, the Logistics Hub. This Hub will support the Department's need for more training locations and will provide for more flexible response opportunities as laid out in the NIOSH report. The goal of the facility is to provide a location for co-location of vehicle storage, ensure a central location as a base for larger incidents and operations, supply larger warehouse capacity, expand indoor training and classroom opportunities, and relocate staff to alleviate space limitations in the administration building.

With investments included in the Capital Program and Five Year Plan, the Streets Department proposes to spend \$60 million to focus on the goal of Vision Zero – the prevention of traffic fatalities. By redesigning streets and sidewalks to include traffic calming measures (such as delineators and speed cushions), the Streets Department will be able to establish a safe and efficient multi-modal transportation network.

A \$1.5 million additional annual investment in child welfare is also included in this Plan, matched with almost \$9 million of federal and state grants. Funding increases for foster care providers is proposed to increase and improve services delivered to children, by covering the actual costs for providers as well as provide for additional staff to focus on parent recruitment, screening and training. The Department of Human Services will also expand Family Empowerment Services with these additional funds, with 16 additional case managers. This program enhances the ability of families to provide for their children's well-being, as social workers can assess and implement problem-solving interventions to allow children to remain within their homes.

The Five Year Plan proposes an annual \$2 million increase in the Department of Licenses and Inspections' demolition funding, to permit the Department to demolish up to 650 unsafe properties, focusing on those imminently dangerous structures.

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<sup>1</sup> As of December.

## **REDUCE POVERTY AND PROMOTE GROWTH WITH EQUITY**

In addition to proposing large educational investments in the School District, pre-Kindergarten, and Community Schools, the Five Year Plan proposes increasing funding to the Community College of Philadelphia by \$1.5 million annually, allowing the College to keep tuition as low as possible, thereby providing a greater ability for Philadelphians to access high quality, higher education. The College will also direct funds into workforce training, reentry support, and college classes for high school students – programs that are aligned with the Administration’s “Fueling Philadelphia’s Talent Engine” cross-functional, citywide workforce strategy. This initiative focuses on closing the existing skills gap among Philadelphia workers, and is working to develop Model Employers across Philadelphia, that recruit, hire, retain and advance a workforce that is diverse, skilled, and prepared to meet the demands of Philadelphia’s growing industries. To ensure that the City of Philadelphia has the resources to be a Model Employer, the Five Year Plan invests in apprenticeship programs in the Office of Fleet Management, proposes to raise the wages of seasonal employees within the Department of Parks and Recreation to a living wage, and continues funding for the Fair Chance Hiring Program, which provides grants to employees to encourage the hiring of returning citizens.

The Five Year Plan also proposes to balance the benefits of economic growth by protecting low-income homeowners. This includes a proposed increase to the homestead exemption from \$30,000 of assessed value to \$40,000, which will reduce the tax burden on Philadelphia homeowners in light of growing home values. The Plan also invests almost \$2.5 million in foreclosure prevention programs, through housing counseling and outreach programs, and to ensure that low-income homeowners are enrolled in available tax-relief programs and affordable payment plans. The FY19 Budget also proposes to increase funding to the Philadelphia Land Bank by \$3.8 million. This funding will permit the Land Bank to acquire additional vacant properties; maintain existing properties; stabilize, demolish and seal structures and vacant land transferred into the Land Bank; and allow it to fulfill its mission of returning vacant property to productive reuse.

## **TACKLE THE OPIOID CRISIS AND HOMELESSNESS**

In May 2017, the Mayor’s Task Force to Combat the Opioid Epidemic in Philadelphia issued a report considering the causes of the public health crisis caused by prescription and illicit opioids, and outlining 18 recommendations<sup>2</sup> to solve the devastating challenges resulting from these high and increasing rates of opioid use disorders and overdose deaths. The Task Force grouped the recommendations into four categories: prevention and education, treatment, overdose prevention, and involvement of the criminal justice system. Over the last year, the Task Force has made progress with insurance companies and health institutions in their efforts to curb over-prescribing, and lives have been saved through equipping City employees and community members with the antidote, Naloxone. However, the epidemic continues to have a growing impact on the city’s neighborhoods, and the Five Year Plan seeks to tackle these challenges by caring for and protecting homeless addicted individuals as well as keep neighborhoods safe, clean, and accessible.

Funds included in the Plan will pay for several types of housing options for homeless addicts: respite (no-barrier opportunities for individuals to “come inside,” including both daytime engagement and overnight resources similar to shelter), and “Housing First” (apartments with wrap-around treatment and case management services). The Plan also provides for \$1 million annually to support the “Hub of Hope” in Center City, which provides daytime respite and needed services to individuals on the street.

Additional funds are also included for the distribution of Naloxone by City agencies and community partners, to directly save lives from overdoses. Two hundred and twenty-five thousand dollars is also budgeted annually for a team of physicians to coach and provide consultation to new providers for

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<sup>2</sup> [https://dbhids.org/wp-content/uploads/2017/05/OTF\\_Report.pdf](https://dbhids.org/wp-content/uploads/2017/05/OTF_Report.pdf)

Medication-Assisted Treatment. A multi-disciplinary team within the Fire Department is also funded to provide individuals who are treated for opioid overdoses about treatment resources and connections to social services designed to help the individual connect with harm reduction.

The Plan adds \$750,000 annually for the Police-Assisted Diversion program in the Police Department's East Division. This program allows officers to redirect low-level offenders who are engaged in drug and prostitution activity to community-based services instead of prosecution and jail. The Managing Director's Office will also focus on addressing the negative impact caused by the epidemic in affected neighborhoods, specifically, neighborhood safety and cleanliness, by improving needle clean-up and block-by-block safe streets organizing.

## **IMPROVE THE DELIVERY OF CITY SERVICES**

The Five Year Plan and Capital Program invest in significant information technology upgrades to major systems, including the replacement of the City's tax legacy system (TIPS), which will support the Revenue Department's effort to improve internal business processes and improve self-service options for taxpayers; the Fire Department's Personnel Accountability System, which uses GPS and is integrated with the 800 MHz radio system to track and account for emergency responder personnel; the Streets Department's Right-of-Way Management System, which will streamline the street closure process through online submissions of permit applications, support data driven decision making to increase public safety, and integrate with other systems to ensure compliance with City regulation and effective collection of revenues; the Police Department's BEAST (Barcoded Evidence Analysis Statistical Tracking) system upgrade, which will enhance evidence tracking and forensic laboratory management within the department; the redesign of the City website; and the replacement of the financial management system (FAMIS), an aging legacy general ledger solution, with a modern solution. Funds are also included to allow for more taxes and fees to be paid online over the next few years, to enable residents and visitors to more easily pay and manage their bills.

Funds included in the Five Year Plan and Capital Program will also enable the Streets Department to reach the goal of resurfacing and paving 131 miles annually – getting to a state of good repair on the City's roads. Expanding grants staff for the Streets Department will also enable them to access and utilize more external grant funding for capital projects, such as repair and replacement of bridges, stretching local taxpayer resources even further. The Department will also receive additional funds to replace trash compactors, allowing them to be on a full compactor replacement schedule in the next four to five years. In FY19, approximately 11% of the current sanitation fleet will be replaced. Improvements to the fleet will enable more trash and recycling to be picked up on time, enabling a cleaner Philadelphia.

The Plan also invests in the criminal justice system, with an additional \$4.5 million provided for the District Attorney's Office over five years, to support the new District Attorney's reform efforts in regard to staffing and technology systems. To ensure the continued reduction in the prison census, the City proposes increasing funding for programs in line with the grant provided by the MacArthur Foundation. These efforts have been proven successful, and the Plan includes a \$2.6 million annual reduction in the Prison System from fewer outside housing contracts.

The Administration firmly believes that the investments outlined in the Plan, combined with maintaining the City's fiscal stability, are essential if Philadelphia is to build on the progress it has made over the last several years and to thrive into the future.

# **FISCAL HEALTH OF THE CITY**

# FISCAL HEALTH

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## INTRODUCTION

Signs of significant economic progress have emerged in Philadelphia: a decade of steady population growth, a return to pre-recession unemployment rates, and a surge in residential and commercial construction. While these are positive changes, many significant challenges remain. For example, the number of Philadelphians in two key segments of the population – adults in their peak earning years and school-aged children – continues to shrink, reflecting a potential lack of confidence in the City’s public education system and resulting in lost economic growth and opportunity, shrinking the tax base and reducing the resources available for City services and school children. Additionally, far too many Philadelphians continue to live in poverty, forced to choose between and among necessities like food, medical services, rent, and childcare. Philadelphia continues to top the list of the ten largest U.S. cities with respect to poverty, deep poverty, and child poverty rates. That high level of poverty both reduces the City’s tax base and increases the demand for services.

The Kenney Administration envisions a future in which all Philadelphians, including individuals living in poverty, with and without college degrees, and returning from incarceration, have access to economic opportunities. To achieve this, Philadelphia’s economy must be strong enough to support a spectrum of family-sustaining jobs across multiple sectors and located in Philadelphia’s many diverse commercial corridors and neighborhoods. In addition, Philadelphia’s children must all have access to a robust educational system that prepares each of them to participate in the twenty-first-century workforce.

Over the past two years, the Kenney Administration has made key investments in quality pre-K, community schools, and Rebuild, all of which contribute to improving educational outcomes for children and economic opportunities for adults. However, additional investments are needed to give every child access to a quality education, to build a stronger local economy, and to make Philadelphia a place of choice for adults and families.

The School District of Philadelphia is projecting substantial deficits beginning in FY20 and growing to over \$900 million by the end of FY23. Without additional funding from the City or the State, these negative fund balances will force significant cutbacks in Philadelphia schools, reversing the progress the District has made over the last few years and affecting the ability of Philadelphia’s school children to reach their full potential.

The City’s FY19-23 Five Year Plan proposes a funding package for the District beginning in FY19 that would provide stability for the District and remove the uncertainty that has clouded the District’s finances. This funding package includes a 6% property tax increase, a 3.25% real estate transfer tax increase, a slowing down of planned reductions in the wage tax, and a \$20 million increase in the City’s annual contribution to the District. This funding package provides around \$980 million to the District over the Five Year Plan, resulting in positive fund balances for all five years.

While these investments are critical to the success of Philadelphia’s children, the City also faces several structural financial challenges and immediate fiscal threats. Without addressing these challenges and improving its fiscal health, the City will not be able to make the critical investments needed for a better future. The sections below outline the fiscal challenges facing the City and the steps that the Administration is taking to address these challenges and achieve a stronger financial position.

## SECTION 1: FISCAL CHALLENGES

### Fund Balance

One of the most important measures of a City’s financial health is its fund balance, essentially the amount it has in reserve. Cities with a healthy fund balance have a cushion to protect against current and future

financial risk, ensure predictability of services, and manage cashflow needs. The City of Philadelphia ended FY17 with a fund balance of \$189.2 million, or 4.6% of expenditures. While this was higher than originally expected, many of the factors that caused this improved performance are unlikely to recur. For FY19, the City of Philadelphia's projected fund balance is \$128 million, or 2.7% of projected expenditures. To put this number in context, the Government Finance Officers Association (GFOA) recommends a fund balance equivalent to two months of revenues or expenditures, approximately 17% of annual expenditures, and the City's own fund balance target is 6-8% of expenditures. Over the next five years, additional projected increases in costs without matching projected increases in revenue are projected to deplete further the City's fund balances, putting it in jeopardy of not having the financial flexibility to respond to any unexpected reductions in revenue or increases in cost without having to make painful cuts. In contrast to the two months of reserves that the GFOA recommends, the City would have reserves equal to less than a week at their low point in FY22. Additionally, as stated below, the City is already facing several serious financial threats that could worsen the City's financial state over the course of the Plan.

#### Weak Tax Base

A significant fiscal challenge facing Philadelphia is its relatively weak tax base. About three-quarters of the City's revenues come from local taxes and the largest portion of these tax revenues, 46%, comes from the Wage and Earnings Tax. Philadelphia's 25.7% poverty rate, the highest of the 10 most populous U.S. cities, however, leads to that relatively weak tax base.<sup>3</sup> Over the past decade, Philadelphia's poverty rate has persistently been well over 20%, with the "deep poverty" rate (population with income below 50% of poverty) hovering above 10%.<sup>4</sup> Philadelphia also has the lowest median income of the 10 most populous U.S. cities, with 33.3 % of Philadelphians having a median income below \$25,000.<sup>5</sup>

In addition to creating a weak tax base from which to fund local government, the high poverty rate also creates stronger demand for public services, including services that are typically provided at the county level, such as child welfare and public health services. Unlike most other large cities and every other city in Pennsylvania, Philadelphia draws on the same tax base for both City and County services.

#### High Tax Burden

Philadelphia's weak tax base means that it has to have higher tax rates just to generate the same amount of revenue as cities that have stronger tax bases. Adding to that challenge is the fact that Philadelphia relies heavily on local taxes to fund its services. About three-quarters of the City's General Fund revenues come from taxes, and more than 85% of tax revenues come from just four taxes: wage, property, business, and transfer taxes. While the Administration is committed to continuing wage and business tax reductions to improve the city's economic competitiveness, the reliance on local taxes makes it difficult to implement significant tax reductions without jeopardizing crucial services. While the reliance on those four taxes makes it difficult to make significant tax reductions, the City's high tax burden also leaves little room for additional tax increases for taxes like the Wage Tax and the Business Income and Receipts Tax (BIRT) which are high compared to taxes in other jurisdictions.

The largest portion of local tax revenues comes from the Wage and Earnings Tax, at 46% for FY19. The City relies heavily on this tax to fund services; however, the wage tax rate is high when compared with income-based taxes in other cities. A 2016 study commissioned by the District of Columbia's Office of the Chief Financial Officer, comparing the tax burdens of the largest cities in each state, shows that Philadelphia ranks first in income tax burden for a hypothetical family earning \$50,000 a year. Moreover, unlike the Federal income tax, the Wage Tax rate does not increase with earnings, making it more regressive.

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<sup>3</sup> Sources: Census Bureau, 2016 Annual Population Estimate; Census Bureau, Poverty Status in the Past 12 Months.

<sup>4</sup> Source: Census Bureau, Poverty Status in the Past 12 Months, 2015 American Community Survey 1-Year Estimates.

<sup>5</sup> Sources: Census Bureau, 2016 Annual Population Estimate; Census Bureau, Income in the Past 12 Months (in 2015 Inflation-Adjusted Dollars), 2015 American Community Survey 1-Year Estimates.

Philadelphia remains unique among the nation's largest cities in that it imposes a tax on both corporate profits and revenue through the BIRT,<sup>6</sup> which is projected to generate over 12% of the City's local tax revenue in FY19. While the City relies on the BIRT for revenue, the structure of the tax, including recent reforms to make it more business-friendly, result in some volatility and unpredictability in revenues from year to year. For example, businesses have flexibility in when they can claim credits against the tax and the timing of when those credits are claimed can impact substantially the total revenues collected, even if the number of businesses and corporate total profits remain the same.

#### High Fixed Legacy Costs

The City's high fixed legacy costs consume a significant portion of the City's budget, leaving less room for other expenditures and limiting the City's financial flexibility. Non-discretionary costs are defined as costs that are beyond the Mayor's control, such those which the City is legally bound to pay as well as those allocated to independent/elected officials.

The City's largest single fixed cost is its payment to the pension fund. Pension costs are budgeted to consume more than 15% of the City's FY19 General Fund budget, which means those dollars cannot be used to provide additional resources for services or pay for additional tax reductions. The General Fund pension costs will total more than \$700 million in FY19. Even with those enormous payments, the pension fund is well under 50% funded.

#### Threats to the City of Philadelphia's Finances Over the FY19-23 Five Year Plan

Beyond the structural challenges mentioned above, Philadelphia faces several near-term fiscal threats, each of which could impact the City's finances over the course of the Five Year Plan and make it more challenging to deliver core services. These are highlighted below:

- 1. Pensions:** As mentioned above, pension costs are growing rapidly and have more than tripled since FY01. This growth has not been accompanied by an increase in the Pension Fund's health, and the funding ratio has dropped to well below 50%. The City is taking steps to improve the health of the pension fund. However, these steps will continue to put pressure on the City's budget and the general fund's pension costs are projected to be over \$100 million higher in FY23 than in FY18.
- 2. Labor Costs:** By far the City's largest costs are the costs of its employees. About two-thirds of the general fund goes to salaries, benefits and related costs. That makes collective bargaining agreements with City employees among the largest determinants of the City's fiscal health. The City has set aside \$225 million over the life of the Plan to pay for these contracts. As contracts are renegotiated, the City will work to responsibly manage cost growth.
- 3. Potential Rating Agency Downgrade:** Another threat to the City's finances is the possibility of a rating agency downgrade, which could impact the City's ability to borrow money at affordable rates and result in higher interest rates on debt service payments. Philadelphia has been put on "negative outlook" by two rating agencies, meaning that a downgrade is likely if the City's financial picture does not improve. In describing the reasons for the negative outlook, rating agencies have pointed to the City's low fund balance and its high level of fixed costs.
- 4. Economy:** The possibility of a recession may be another challenge. Revenue projections for the Five Year Plan assume cautiously optimistic growth. However, the country is in its longest period of post-World War II recovery and experts agree that the possibility of a recession represents a risk over the next five years.
- 5. Federal Tax Plan:** In December of 2017, Congress approved major changes through the Tax Cuts and Jobs Act. In the short term, uncertainty remains regarding how these federal tax changes will impact the local economy, the timing of tax payments, and the total amount of local tax revenues, the largest source of revenue for the City's General Fund. For example, the changes may lead to fluctuations in the number of filers for different taxes and volatility in the revenues collected from these taxes. This

<sup>6</sup> <http://www.pewtrusts.org/en/research-and-analysis/reports/2016/08/philadelphia-business-taxes-incentives-and-exemptions>

increases the need for the City to budget conservatively and to build up adequate reserves to withstand this potential volatility. The Act also eliminates the health care mandate, which could negatively impact Philadelphia's finances. The elimination of the mandate is likely to result in fewer insured Philadelphians, which may increase the demand for City services, such as those provided in public health centers. Fewer insured people may also negatively impact revenues for health care companies, a key business sector in Philadelphia.

6. **Federal and State Budgets:** On February 12, President Trump transmitted his 2019 budget request to Congress. The proposed budget would reallocate funds from non-defense categories of spending to defense categories. Later that same day, Congress reached a bipartisan agreement to significantly raise defense and non-defense discretionary spending caps in FY18 and FY19 and the President signed these caps into law. With the increased spending caps, the federal budget deficits, which are already projected to grow under the new tax plan, will grow even larger over the next few years. This increased federal spending adds uncertainty to the future of the U.S. economy. Uncertainty also remains over the future of Medicaid, which the federal budget proposes to transform into a system of capped federal payments to states. If enacted, these changes could have serious negative ramifications in Philadelphia, especially with the high number of medical institutions and the over 600,000 Philadelphians covered by Medicaid. In Pennsylvania, the upcoming gubernatorial election in November 2018 adds uncertainty about whether the City will continue to receive the same level of support from the state for key services, such as health and human services, in the outer years of the Five Year Plan. To mitigate against these federal and state risks, the FY19 budget sets aside \$53 million in a reserve for potential state and federal cuts. While this reserve would help offset potential cuts, it represents only a small fraction of what the City projects to receive in grants from the state and federal government in FY19. That means that potential cuts could force the City to make difficult decisions about what to continue funding.

## SECTION 2: INVESTMENTS IN OUR FISCAL HEALTH

Over the FY19-23 Five Year Plan, the City will take the following steps to strengthen its fiscal position.

### Improving the Health of the Pension Fund

The Administration has proposed a multi-step process to improve the health of the pension fund. That process includes increasing the resources provided to the fund, negotiating changes to the benefits structure through the collective bargaining process and improving investment returns while reducing the cost of investing. One element of the Administration's plan provides sales tax revenues to the Fund. In 2014, with strong local legislative support, the State Legislature required that the City dedicate a portion of local sales tax revenue to the fund. Although the additional sales tax revenues could be counted toward satisfying the minimum municipal obligation (MMO), which is the amount required to be paid by the City to the pension fund under state law, the City will meet its MMO independent of these revenues, so that sales tax dollars directed to the fund will be over and above the MMO. Over this Five Year Plan, these sales tax revenues are projected to generate \$297 million for the pension fund. Additionally, the City has negotiated increased contributions and a new benefit structure for new hires with District Council 33 and contribution increases with the Fraternal Order of Police. These reforms provide additional assets to the pension fund, and DC33's new benefit structure reduces the rate at which costs grow in the future.

To maximize investment returns, the Board of Pensions is making greater use of indexing, which has lowered management fees by \$15 million since FY15, and has almost entirely divested from hedge funds, as the returns did not justify the fees. In December 2014, 29.9% of fund assets were passively managed. As of December 2017, 54.7% of fund assets are passively managed. Additionally, the Administration is committed to gradually lowering the assumed rate of return, which was at 8.75% ten years ago and is now at 7.7%. This fiscally prudent, more conservative assumption increases the City's annual contribution to the fund, but reduces the chances of the plan falling short of projected investment returns.

### Maximizing Revenue Collections

In recent years, the City has taken steps to maximize revenue collections by expanding the tax base, increasing compliance, and reducing delinquency. These efforts include identifying tax avoidance strategies being exploited by a few taxpayers and enacting legislative and regulatory changes to close those gaps. For example, in FY17, City Council passed legislation to close several loopholes in the Real Estate Transfer Tax. The City has also launched a data warehouse so that the Revenue Department can identify the best course of action to reduce delinquency on a given account. Additionally, the City has expanded efforts to enroll homeowners into payment plans and has worked to make it easier for residents and businesses to meet their obligations by improving communications and customer service. Over the past year, the Revenue Department has utilized behavioral economics to better identify the most effective enforcement tools. From 2013 to 2017, the City has seen a 31% decline in total delinquent real estate tax principal and more than 95% of all real estate tax owed in calendar year 2016 was paid in the year that it was due.

### Making Critical Information Technology (IT) Investments

Over the course of the FY19-23 Five Year Plan and FY19-24 Capital Program, the City has budgeted for the implementation and/or replacement of several critical information technology systems. While these systems represent a significant expense, they are also important investments in the City's infrastructure that are necessary for the City to operate efficiently and provide effective service delivery. These systems will allow the City to improve revenue collection processes, manage its financial functions more effectively, assess properties more efficiently, and manage employee time, attendance and other crucial personnel data centrally.

- **TIPS:** The Capital Program includes funding for the replacement of the City's tax legacy system (TIPS), which will support the Revenue Department's effort to improve internal business processes and improve self-service options for taxpayers.
- **FAMIS:** The Capital Program also provides for the replacement of the City's Financial Management system (FAMIS), an aging legacy general ledger solution, with a modern solution integrated with the OnePhilly project.
- **CAMA:** The City has begun implementation of a Computer-Assisted Mass Appraisal (CAMA) system, which will enable more sophisticated mass appraisal methodology and statistical analysis, as well as detailed property characteristic maintenance, to facilitate a much more efficient assessment recertification process, resulting in faster reissuance of property tax bills after recertification.
- **OnePhilly:** The City will go live at the of calendar year 2018 with a program that deals with interactions with employees from hiring to retirement. The OnePhilly system will address human resources, payroll and pension processes.

### Undertaking Wage and Business Tax Reform

The City remains committed to wage and business tax reform. The FY19-23 Five Year Plan proposes to continue annual rate reductions in the wage tax, but balances this important priority with the need to bring financial stability to Philadelphia to the School District and the children it serves. As a result, the Plan proposes annual reductions of the rate over the Plan, resulting in an FY23 residential wage-tax rate of 3.8423% and a non-residential wage-tax rate of 3.4223%.

Since the late 1990s, several changes have been made to the BIRT to reduce the tax burden for businesses and to encourage job creation. These changes have included reductions in the tax rate, exemptions for certain dollar thresholds, eliminating the fee to register a business for a business license, waiving the tax for the first two years if businesses hit certain job thresholds, and moving to a single-sales factor apportionment, where sales is the only factor considered when determining what portion of a company's profits to tax. In addition, the City has created a number of incentives for job creation and retention. For the FY19-23 Five Year Plan, in response to suggestions by the Committee on Regulatory Reform established by City Council, the Administration is proposing an additional change that would allow new businesses to

pay their first estimated tax payment quarterly, rather than annually. After this first estimated payment, these businesses will move to the annual estimated payment schedule that established businesses follow. This shift is projected to create a one-time cost of about \$5 million, but the shift reduces the burden on new businesses in their critical early years.

#### Implementing Program-Based Budgeting

In July 2016, the City began implementing program-based budgeting, which is a “best practice” municipal budgeting tool designed to make the budgeting process more efficient and effective. This tool enables municipalities to organize all budgetary information around programs and services. Program-based budgeting provides a clearer picture of the services that the City delivers to Philadelphians, identifying how much money is spent on each program, analyzing any revenue generated by each program, and assessing how well each program is performing. To date, a total of 31 department budgets reflect the new program-based budgeting format, providing greater detail and transparency to elected officials and the public.

An early success of program-based budgeting has been utilizing data-driven decision-making to help determine which programs would receive additional funding over existing levels in the proposed FY18-22 Plan. When developing their budget requests, departments were asked to identify the impact of each proposal on existing performance measures, capital projects, and revenue streams. This information was used to consider the impact of funding each request on service delivery, how each request would impact the City’s capital program (where applicable), and what the net impact of each proposal would be on the City’s fund balance.

For the FY19-23 Plan, this process was expanded to analyze potential new sources of revenue or opportunities to increase revenue from existing sources. Departments were asked to propose ideas for generating additional local non-tax revenue as part of the FY19 Budget Call. When submitting proposals, departments were asked to describe fiscal and programmatic impacts, as well as underlying assumptions and potential adverse effects or other considerations. As a result of this analysis, the Plan includes several revenue proposed enhancements. For example, six positions and two vehicles are being added to the Streets Department budget to assist with the administration of a distributed antenna systems (DAS) program. This program would manage the placement and use of DAS and small antennas installed on City-owned pole assets that are located on the public right-of-way. A new Streets Ordinance will regulate the use and location of DAS/small antenna systems on City poles and charge an associated fee for their use. It is projected that the City will accrue additional revenue as a result. This revenue will fully offset these additional costs.

# **INVESTING IN OUR CHILDREN**

# INVESTING IN OUR CHILDREN

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## VISION: QUALITY EDUCATION FOR EVERY CHILD

Every child in Philadelphia deserves access to quality schools in their neighborhood. Unfortunately, that is not the reality for many children today. All too often zip code, income, and race dictate the quality of choices available. While there is a great number of high-performing traditional neighborhood and charter schools in Philadelphia, the city as a whole has a high school graduation rate below the national average, and only 35% of third-graders are reading on or above grade level.

From this day forward, Philadelphians can no longer tolerate the reality that any child go to a school which fails to provide them with a quality educational experience. Under Superintendent Dr. William Hite's leadership, the School District of Philadelphia has started to see improvements for the first time in recent history, moving the city in the right direction, albeit not fast enough. The Philadelphia school system provides parents with options, and many parents send their children to both charter and traditional public schools. The concept of "choice" is controversial only when there are not enough resources for all schools to excel and for everyone to make the best choice for their child. It is imperative that every school provides a quality educational experience, and that leaders make tough calls when schools are not delivering for Philadelphia's students.

Prioritizing quality education is critical to ensuring that Philadelphia's children reach their full potential and are prepared for fulfilling careers and meaningful civic engagement. Enabling all children to have access to great schools is also essential to the city's short-term and long-term success. Strong schools promote economic development by preparing tomorrow's workforce and leadership, and by attracting and retaining younger adults who have or will have children. The investments made today can ensure that the city of Philadelphia is prosperous for future generations.

## WHY THE SCHOOL DISTRICT IS RETURNING TO LOCAL CONTROL

Mayor Kenney believes that Philadelphians deserve greater control over the city's biggest and farthest-reaching investment, and that significant progress in its local education system will occur when the City of Philadelphia reestablishes local control of the School District through a locally-appointed Board of Education.

Philadelphia's success depends on its schools, and there are four primary factors that must be present for its schools to succeed: accountability, adequate resources, strong management, and collaboration.

To protect and accelerate the hard-won progress of the District in recent years, the City must ensure that its schools have adequate resources and strong leadership. During the 16 years of School Reform Commission (SRC) control, there have been three superintendents, with current Superintendent, Dr. William Hite, serving the longest term. The stability gained by strong, steady leadership, has borne results for the city's students, even while dealing with very difficult resource challenges. However, neither Dr. Hite, teachers, nor students can be expected to operate under a never-ending cycle of fiscal crises.

Over the past two years, the tough reforms that Dr. Hite and his Administration have initiated have started to pay dividends. The District has had multiple years of balanced budgets and its bond rating has improved. Philadelphia's schools have finally returned a nurse and counselor to every school, and the District has filled 99% of teacher vacancies. School safety has also significantly improved and, most importantly, there were significant academic gains. The 2016-2017 Pennsylvania System of School Assessment (PSSA) scores showed increased gains in reading scores at every grade level from third to seventh grade, and improvements in Algebra, Biology, and Literature in high schools.

Local control will accelerate the momentum Dr. Hite has started to build by transforming one-off and sometimes disconnected partnerships between the City and District into a comprehensive vision supported

by the City's departments, partners and resources. Philadelphians will finally get to see their School District operate as part of a larger vision which they elect their Mayor to enact. Greater alignment will yield smarter and more strategic investments in our schools, and address the unproductive and unhealthy competition between charters and traditional public schools once and for all.

By returning governance of the District back to a mayoral appointed Board of Education, accountability for the success of our schools will ultimately be with one person – the Mayor.

The Center for American Progress (CAP) has found that districts under mayoral control, specifically Boston, New York City, and Washington, D.C., have seen substantial improvement in student performance. CAP also found that mayor-led districts also use resources strategically, leading to lower administrative costs, and resources getting directly into classrooms through lower teacher-student ratios.

## **NEW SCHOOL GOVERNANCE STRUCTURE**

Over the last 200 years, governance of Philadelphia's schools has taken many different forms, with differing degrees of success and failure. The year 2017 marked a new chapter in the history of the city's local education system when the SRC, the five-member governance body of the District, voted late in the calendar year to dissolve at the end of the 2017-2018 school year.

The end of the SRC was the result of increased stability, improved academic outcomes, multiple years of balanced budgets, and labor contracts with each of the District's bargaining units. The change marks the end of state control and makes way for the newly constituted Board of Education, comprised of nine members appointed by and serving coterminous with the mayor. This return to local control, as outlined in the Education Supplement of the Philadelphia Home Rule Charter, eliminates the diffuse accountability structure of the SRC, and allows the Mayor to take full responsibility for the governance of the District. In March of 2018, Mayor Kenney will appoint nine members to serve on the Board of Education and these individuals will assume their duties on July 1, 2018.

## **ADDRESSING THE DISTRICT'S FISCAL CHALLENGES**

With labor contracts with each of its bargaining units and improved achievement in the classroom, the tough reforms that Dr. Hite has initiated are paying dividends. Unfortunately, the financial picture for the future is not as promising. The District's costs, particularly those that are beyond its control, are growing much faster than its revenues at nearly twice the rate.

The District is projecting that by FY20 it will run a deficit of over \$100 million. This gap will balloon to over \$900 million over the next five years. With little prospect of substantial additional funding from the Commonwealth, the City must ensure that this hard-won stability and growth are not sacrificed, and the children of Philadelphia are not forced to endure cuts again.

The main factors contributing to the District's projected gaps are largely beyond its control. The District has managed to avoid deficits over the past three years largely through painful cuts, and disciplined fiscal management. The District now produces five year plans and detailed quarterly reports, which allow for better fiscal management and coordination with City and state funders. In September 2017, Moody's Investor Service upgraded the District's bond rating from Ba3 to Ba2 and revised the outlook to positive, noting strong financial management and considerable improvement in the District's still-strained fiscal position.

But a growing share of its resources is spent on pensions, health care, and charter school expenses. Like other Pennsylvania school districts, the District has no control over its pension costs because its employees participate in the statewide Public School Employees' Retirement System ("PSERS"). As PSERS has sought to improve the funding ratio of the state plan, districts have experienced significant growth in their mandatory contributions. Since FY11, the District's annual payments to PSERS have increased from \$56 million to \$250 million, leaving fewer resources available to spend directly on education.

Costs for employee medical, dental, and vision benefits have also grown in recent years. From FY11 to FY17, operating health care expenses grew from \$135 million to \$161 million, while the number of employees decreased by more than 15%. The District moved to a self-insured model in FY11 which helped reduce the rate at which costs were growing, but health care remains a large expenditure within the District's budget. The District recently negotiated benefit reforms and contribution increases from unionized district employees to reduce costs (these changes were already in place for non-represented employees).

Growing charter school costs – now \$885 million or 30% of the District's budget, are up from \$430 million or 18% of the budget in FY11 – and the state laws governing charter funding further strain the District's limited resources. In addition, the removal of the Charter Reimbursement line item in the Commonwealth's Budget has exacerbated the fiscal impact of charter growth.

After several years of painful layoffs and budget balancing actions, there is little room for the District to cut without further impacting students in district-run and charter-operated schools. Approximately 67% of the District's budget is contractually or legally mandated spending on pensions, debt service, special education, English Language Learners (ELL), and other school and building support services, which the District cannot reduce. Only 3% of the District's total budget is spent on the central office administration, down from 4% in FY11 and far below spending levels of other major urban districts. The District's projections already assume that it will close two district schools per year based on declining enrollment trends and aging facilities.

The District is out of options. After years of devastating cuts, there is little left in its budget on which to economize. While some hope for a solution from the Commonwealth, reality has shown the General Assembly is hesitant to support new revenue measures to balance the state budget, let alone make significant new investments. Additionally, it is impossible to know what the courts will do, and even in the best case scenario it would be years before any new funding would materialize as a result of litigation.

The District is now in a situation in which it has already made painful cuts and the City is the only realistic source of substantial new funding. It is essential that a revenue package that balances the District's budget in the long term and provides stable, recurring resources for the crucial investments needed for the City's children is implemented. A short-term funding solution will not end the uncertainty Philadelphia families face about the education of their children.

Mayor Kenney believes that the City can and must commit to this investment to protect and accelerate the District's progress. In return, Philadelphians will receive the greater accountability which local control provides.

## **ACCELERATING MOMENTUM THROUGH CLOSER COLLABORATION**

The City's increased investment in education will build on the foundations already put into place by the Kenney Administration. Although there is work ahead, the City is not starting from scratch. The City has stepped up significantly to support education through direct funding for the School District and programs that support student success through added services and access to quality early childhood education. Through increased alignment, the City can complement the work of the District by ensuring that children arrive at school ready to learn, and that their education is reinforced and enriched through out-of-school opportunities and services.

Recently, the Mayor and City Council have invested in new initiatives designed to stabilize and strengthen local schools, namely PHLpreK, Community Schools, and Rebuild.

**PHLpreK**, Philadelphia's locally-funded early childhood education program, was created based on resounding evidence that children who participate in quality pre-K are more likely to read on grade level in elementary school, graduate from high school on-time, and be consistently employed as adults.<sup>7</sup> The

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<sup>7</sup> Philadelphia Commission on Universal Pre-Kindergarten Final Recommendations Report, <http://www.phila.gov/universalprek/Documents/Recommendations%20Report.pdf>.

practical experience of educators bears this out as well. In a recent survey of Pennsylvania elementary school principals, nearly 99% agree that publicly-funded, high-quality pre-K is an important tool for preparing at-risk children for kindergarten. Pennsylvania principals cited improvements in age-appropriate behavior and the ability to reach academic milestones in students who attended high-quality pre-K, validating research that shows the positive impact of quality pre-K is both immediate and long-lasting.<sup>8</sup>

Presently, 2,000 students are enrolled in PHLpreK at 86 participating pre-K programs across the City. The District has been a key strategic partner of PHLpreK, serving not only as a provider for 13% of the City-funded seats, but also as a strategic partner in the program's design and implementation. For example, the City and District collaborate on strategies to bolster kindergarten readiness of participants, and work together to align and leverage city, state, and federal resources. This ensures that families with the greatest need have improved access to free quality pre-K in their neighborhoods.

By improving equity and access to early education, thousands of students will arrive to their first day of kindergarten ready to learn. Quality pre-K is also expected to save millions of dollars in special education costs because early diagnosis and intervention is key in remediating language and learning barriers in young children.

**Read by 4<sup>th</sup>** has established an unprecedented citywide coalition of 91 partners, managed by the Free Library of Philadelphia, with the goal of doubling the number of children reading at grade level by fourth grade by 2020. Right now, nearly two out of three Philadelphia school children are unable to read at grade level by fourth grade. This presents a crisis for the city because students failing to reach the critical read-by-4<sup>th</sup> milestone are likely to remain or fall even further behind in schooling as classroom instruction shifts quickly from learning-to-read to reading-to-learn, making it less likely that they will graduate from high school on time. The campaign's citywide collaborative approach, which relies on research, practitioner experiences, community integration and family engagement, has shown promising results. The latest PSSA test scores for the School District - released by the Pennsylvania Department of Education - reported a five-percentage-point jump in PSSA reading scores.

The Mayor and City Council have invested in creating **Community Schools**, with 20 planned by FY23. Community schools are traditional neighborhood public schools that take a strategic approach to aligning City and nonprofit services to address the non-academic challenges that children face. Ultimately, community schools eliminate barriers so Philadelphia's children can learn. Whether addressing students' basic needs, physical health and social/emotional wellness, or helping families improve their economic stability through adult education or benefits access, community schools improve learning conditions for children and help to strengthen neighborhoods. The Mayor's Office of Education works closely with District leadership to collect data, align services, and implement programs in Community Schools.

In 2016-2017, City-employed community school coordinators completed data-informed needs assessments and developed detailed community school plans for each of the first nine community schools. In just a short time, school climate and culture have improved across the first nine schools. The City's community schools have provided nutritious food to thousands of students and their families; helped connect hundreds of students and community members to jobs, adult education, training programs and public benefits; and created clothing closets that provide free clothing and basic necessities to students and community members, among other work. In FY18, three additional schools are being transformed into community schools, bringing the total to 12. Closer collaboration will enable expansion of community school strategies and resources to a broader set of schools over time.

In August 2017, the Mayor announced the addition of social workers into 21 district schools and one charter school to improve the continuum of behavioral health services in schools, ranging from prevention and at-risk services to intensive treatment options for children and youth. **The Philadelphia Support Team for**

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<sup>8</sup> Elementary School Principals Resoundingly Support Pre-K Investments (Pre-K for PA), [https://www.paprincipals.org/resource/images/stories/documents/ppc\\_report\\_2017.pdf](https://www.paprincipals.org/resource/images/stories/documents/ppc_report_2017.pdf).

**Education Partnership (STEP) Project** is a partnership between the City and District that aims to ensure wellness for all youth and families by identifying drivers of behavioral health issues early and connecting children and families to appropriate resources to result in reduced missed instructional time and prevent children from going into crisis. To reach this goal, a pilot will be launched for the 2017-18 academic year across 22 schools. The City is spending \$1.3 million on this program annually, with the ambition of expanding in scale in successive years and securing a sustainable funding stream.

In May 2014, the **Philadelphia Police School Diversion Program** was implemented across the School District. Designed to dismantle the growing school-to-prison pipeline, the program is an innovative, nationally-recognized collaboration among the Philadelphia Police Department, the Philadelphia Department of Human Services, and the School District. The Program diverts students with no history of delinquency, who commit low-level, school-based offenses from arrest and into individualized, community-based prevention services. This trauma-informed diversion process allows students aged 10 and up to avoid the collateral consequences of juvenile justice system-involvement while simultaneously addressing their underlying social and emotional needs. Data from the first three years of the Diversion Program reflect outstanding results. City-wide, in the 2016-17 school year, the number of school-based arrests was down 68% from 1,582 in 2013-14 to 500 arrests. Evaluation of the Program is currently being conducted by Drexel University's Juvenile Justice Research and Reform Lab, supported by \$1.35 million in grants from the Office of Juvenile Justice and Delinquency Prevention and a \$1.28 million grant from the National Institute of Justice.

Since 2012, the City and District have partnered in creating green play spaces in school yards, transforming asphalt playgrounds into rain gardens and vibrant spaces for the whole community to enjoy. Through the **Parks for People Initiative** managed by the Trust for Public Land, five schools have been completed at cost of approximately \$1 million per school yard, thanks to a combination of public and private funds. Two schools are presently under construction and two are currently in the design phase. These investments are aligned with the Philadelphia Parks and Recreation's ambition for all Philadelphians to have green space within 10 minutes walking distance and the Philadelphia Water Department's Green City, Clean Waters plan to reduce water pollution.

In February 2017, the Philadelphia Citywide **Out-of-School Time (OST) Initiative** was launched with the District to create a shared and coordinated approach to OST programming among City agencies, public schools, providers, philanthropy and the community to improve the quality and quantity of after-school and summer experiences for all young people. Research confirms that quality youth programs can make a positive difference in young people's academic achievement, social skills, and risk reduction. Children who participate in quality OST programs are more likely to be engaged in learning and to have better school attendance, less likely to be involved in or become victims of violence, and more likely to have increased levels of physical activity.

By aligning and working closely with the School District and partners, we can ensure the greatest impact for young people and support the work of existing initiatives.

## **COLLABORATING TO IMPROVE CAREER AND COLLEGE READINESS**

In support of Dr. Hite's Action Plan 3.0 goal to have all students graduating high school college- and career-ready, the District, City and Philadelphia Youth Network are working in partnership with the business community to improve and increase quality work experiences for high school students. One of Philadelphia's premier youth employment programs, **WorkReady Philadelphia**, provides summer and year-round jobs to 8,000 youth through major investments by the City and state, as well as exceptionally strong support and engagement by Greater Philadelphia employers. The total investment is \$14.5 million, of which the City contributes \$6.9 million annually. Research has confirmed that early work experience has

the potential to improve academic performance in school,<sup>9</sup> to promote acquisition of postsecondary credits,<sup>10</sup> and to boost long-term wages and employment. Summer jobs and work-based learning can be important gateways into the workforce. Appreciating the foundational value of summer jobs for young Philadelphians, Mayor Kenney announced a bold goal of providing summer and year-round work and work-related experiences for 16,000 young Philadelphians by 2020. The District is Philadelphia's most critical long-term talent development strategy for business growth and attraction and the City must invest in providing many more Philadelphia youth and young adults with high-quality employment and other work-related experiences.

One key area identified to benefit from greater collaboration is career readiness, and in February 2018, the City launched *Fueling Philadelphia's Talent Engine*, which aims at closing the skills gap and fueling long-term economic growth. The strategy also aims to support the District as it seeks to increase the high school graduation rate, grow the percentage of students whose math and reading scores on the PA Keystone Exams improve, increase opportunities for high school students to earn post-secondary credits and prepare for college, increase and improve the alignment of Career and Technical Education opportunities with industry, and expand and improve engagement with Greater Philadelphia employers to enable 16,000 young people to participate annually in a high-quality work by 2020.

Research shows that early work and work-related experiences have the potential to improve academic performance in high school; to earn postsecondary credit at rates higher than those who do not have these experiences, with particularly strong results for African-Americans; and to boost long-term wages and employment. Further, early employment has also been shown to boost employment and earnings eight to ten years after high school graduation, particularly for those who do not attend college.

## **FISCAL STABILITY WILL LEAD TO IMPROVED OUTCOMES FOR STUDENTS**

Through local control and increased investment, the City will continue to support these already existing successful programs and expand into new areas to provide the best services possible to all of Philadelphia's children. These one-off initiatives will be transformed into a comprehensive partnership, through which the City and District better align their resources to create greater focus and better outcomes.

There are a number of areas of operations that fall outside the School District's core function of educating children, and by providing support from City departments who specialize in these functions, the Administration believes better services can be provided. The City will need to analyze shared administrative services from procurement and utility spending to records and fleet management. Through closer collaboration, planning data can be used to better inform decisions around school investments and closures and provide overall support on capital planning, asset management, and surplus property sales. The City can improve facilities-sharing for schools, specifically the ways in which school facilities are made available for public use during non-school hours, and can investigate transportation planning for safer routes to schools.

As the due diligence around future operational improvements begins, the City will focus on considering the following factors: financial implication (increases or saves costs); programmatic impact (long-term value, importance of need, number of people impacted, logical program efficiency, improved service delivery, impact on other programs); and implementation (overall complexity, time, rules, and process changes). That entire process will take time and can only begin once Philadelphia has local control to ensure that its resources are better aligned with its overall vision for a better school in every neighborhood.

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<sup>9</sup> Goerge, Robert, et al. After-School Programs and Academic Impact: A Study of Chicago's After School Matters. Issue Brief, Chapin Hall Center for Children at the University of Chicago. April 2007; and Husbands, Jennifer and Stacy Beese. 2004. Review of Selected High School Reform Strategies. Aspen Institute, 2004

<sup>10</sup> Swail, Watson Scott, and Eva Kampits. Work-Based Learning and Higher Education: a Research Perspective. Education Policy Institute, 2004; and Rothstein, Donna S. Youth Employment During School: Results from Two Longitudinal Studies. BLS Monthly Labor Review, 2001.

# **REVENUE OUTLOOK**

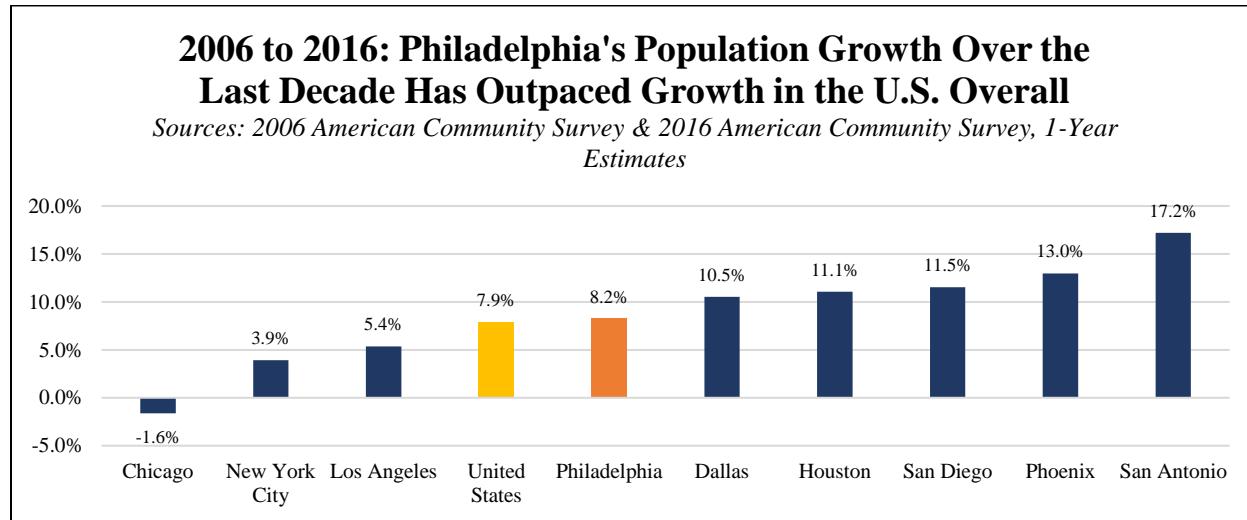
# PHILADELPHIA DEMOGRAPHICS

Philadelphia's City government provides services and amenities to the City's diverse residents and visitors. The demographic composition of Philadelphia dramatically influences both the types of services that the City provides as well as the City's ability to pay for these services.

This section of the Plan compares Philadelphia's population to that of peer cities and describes how each demographic trait affects Philadelphia's budgetary decision-making and needs. While Philadelphia has sustained growth in population, housing, and educational attainment over the last decade, significant demographic challenges persist. Most critically, Philadelphia continues to exhibit the highest rates of poverty, deep poverty, and child poverty and the lowest median income of the ten largest U.S. cities. In addition, Philadelphia residents continue to have fewer bachelor's degrees than their peers in cities of comparable size. These challenges underscore the importance of the Kenney Administration's investments in Philadelphia's children and in economic opportunities for all Philadelphians.

## POPULATION CHANGES

Over the last decade, Philadelphia has seen its population increase steadily. The city's population, estimated to be 1,567,872 in 2016, marks an increase of 8.2% over the city's population in 2006.<sup>11</sup> Population growth in Philadelphia has outpaced growth in the United States overall as well as among other large cities, including Chicago, New York, and Los Angeles, over the last decade.<sup>12</sup>



Philadelphia's population growth has been driven largely by an increase in the city's foreign-born and millennial populations. While each of the largest U.S. cities has seen an increase in the number of millennials over the last decade, Philadelphia stands out among the top ten largest U.S. cities as uniquely attractive to millennials (aged 25-34). Philadelphia has seen a 56.5% increase in its number of residents aged 25-34 since 2006.<sup>13</sup> This increase is larger than the percent increases among this population in nearly all of the largest U.S. cities, as well in the United States overall.

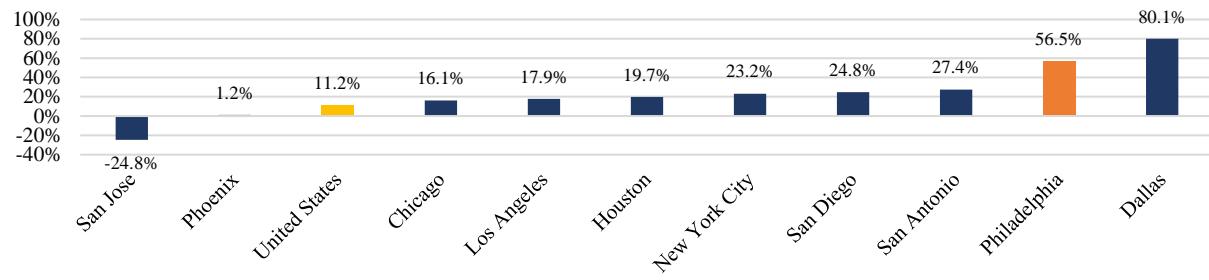
<sup>11</sup> U.S. Census Bureau, American Community Survey 1-Year Estimate, 2016 and U.S. Census Bureau, American Community Survey, 2006.

<sup>12</sup> 2006 ACS 1-Year Estimate figures are not available for San Jose, which is currently the 10<sup>th</sup> most populous city in the U.S. to round out the top 10 largest cities. As a result, San Jose is omitted from the ensuing chart.

<sup>13</sup> U.S. Census Bureau, American Community Survey 1-Year Estimate, 2016 and U.S. Census Bureau, American Community Survey, 2006.

## 2006 to 2016: The Growth Rate Among Philadelphia's Student and Young Professional Population Outpaces the Rate in Other Large Cities and in the U.S Overall

Sources: 2006 American Community Survey & 2016 American Community Survey, 1-Year Estimates

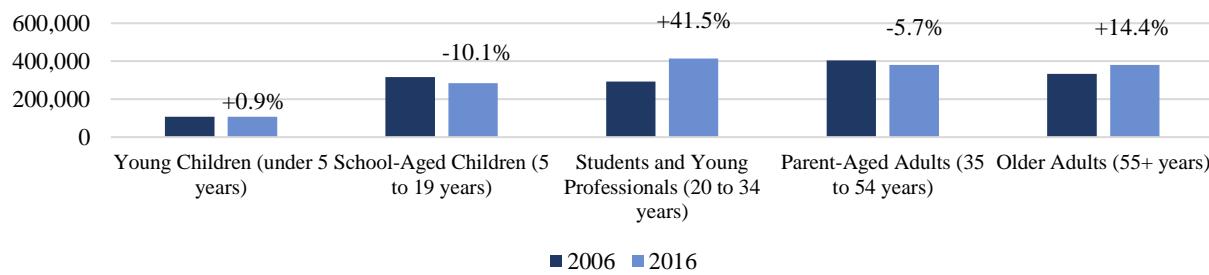


While the population of the United States overall has gotten older over the past decade, the population in Philadelphia has gotten younger: the median age in Philadelphia dropped to 34.1 in 2016 (down from 35.4 in 2006), while the national median grew to 37.7 (up from 36.4 in 2006).<sup>14</sup> Attracting and retaining millennials is central to local economic development, due to millennials' tendency to be highly educated and innovative. This demographic shift in Philadelphia gives the city an edge over peer cities with respect to potential for innovation and economic development.

Despite the growth observed among younger adults, however, the retention of parent-aged adults and their children continues to pose a challenge for Philadelphia. While the number of children under age five has held relatively steady over the past decade, a decrease in the number of school-aged children (ages 5-19) and their parents (ages 35-54) has been observed over that same period. Often, these parents are in their peak earning years, meaning that their departure impacts the City's ability to generate revenue to fund critical services.

## 2006 to 2016: Philadelphia's Student and Young Professional Population has Grown Rapidly, but the School- and Parent-Aged Populations Have Not Kept Pace

Source: 2006 American Community Survey and 2016 American Community Survey, 1-Year Estimates



The departure of parent-aged adults and school-aged children signals a potential lack of confidence in District schools and underscores the need for the Mayor to take accountability for the District and provide for its financial stability.

<sup>14</sup> Ibid.

## HOUSING

Residential construction in Philadelphia has been at historically high levels over the last several years. This is evident in the increase in the volume of permits handled by the City's Department of Licenses and Inspections (L+I). For example, in the first half of FY18, L+I issued 28,188 building, electrical, plumbing, and zoning permits, a 7.6% increase from the number of permits issued during the first half of FY17.

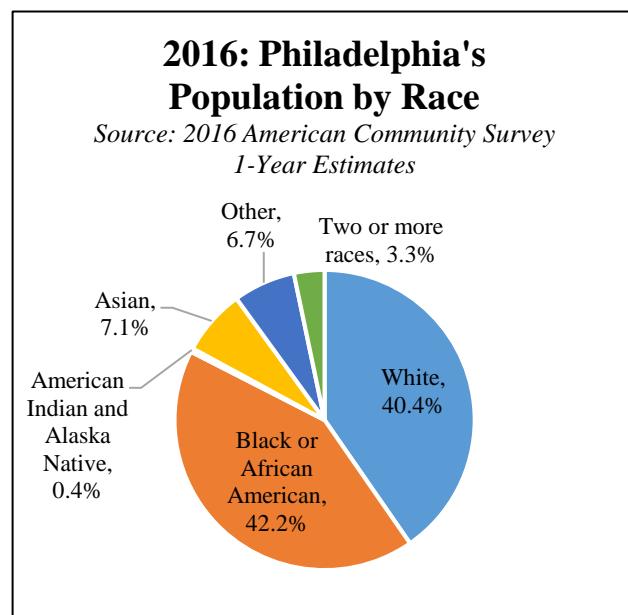
Philadelphia's housing market is also strong: home prices have grown by 38% from 2010 to 2016.<sup>15</sup> Median rent has risen 30.8% from \$746 in 2006 to \$976 in 2016.<sup>16</sup>

Since 2006, Philadelphia has seen a shift in the ratio of owner-occupied to renter-occupied housing, with a 6.3% decrease in owner-occupied units (from 322,725 units in 2006 to 302,498 units in 2016) and a 30.1% increase in renter-occupied units (from 231,323 in 2006 to 277,707 in 2016).<sup>17</sup> This is in line with national trends for the top 10 largest cities, which have seen similar increases in renter-occupied housing. This is also not surprising, given that Philadelphia's greatest population increase has been sustained among students and young professionals, members of a demographic group that is more likely to rent than to own.

## DIVERSITY

The demographic makeup of Philadelphia continues to become more diverse. Since 2006, the number of Philadelphians who are Hispanic has increased by 48.6%, and the number of Philadelphians who are Asian has increased by 45.0%.<sup>18</sup> The pie chart to the right shows a breakdown of Philadelphia's population by race.

One reason for Philadelphia's diversity is its immigrant population, which has seen rapid growth over the last decade. The city's immigrants represent a broad spectrum of cultures and contribute to the labor force at all levels. The Census Bureau estimates that, in 2016, the number of residents who are foreign-born was 232,031, a 47.2% increase from the 2006 estimate.<sup>19</sup> Of these immigrants, 33.7% are Asian, 34.7% are White, 19.0% are Black or African-American, and 15.4% are Hispanic or Latino/a (of any race).<sup>20</sup>



To better serve Philadelphia's diverse communities, Mayor Kenney has committed to developing a diverse City workforce that looks like Philadelphia. In 2016, he appointed the City's first-ever Diversity and Inclusion Officer to focus on addressing the barriers that keep the City's workforce from reflecting the demographics of the population it serves. Also in 2016, Mayor Kenney established an Office of Immigrant Affairs (OIA) to promote the well-being of Philadelphia's communities; to help facilitate the successful inclusion of immigrants into the civic, economic, and cultural life of the city; and to highlight the essential role that immigrants play and have played in Philadelphia.

A key focus of OIA is to ensure that City services are accessible to all communities and that language access services are in place to support this. In FY17, OIA worked with departments and agencies to designate and

<sup>15</sup> [http://www.pewtrusts.org/~media/assets/2017/04/pri\\_philadelphia\\_2017\\_state\\_of\\_the\\_city.pdf](http://www.pewtrusts.org/~media/assets/2017/04/pri_philadelphia_2017_state_of_the_city.pdf)

<sup>16</sup> U.S. Census Bureau, American Community Survey 1-Year Estimate, 2016 and U.S. Census Bureau, American Community Survey, 2006.

<sup>17</sup> Ibid.

<sup>18</sup> Ibid.

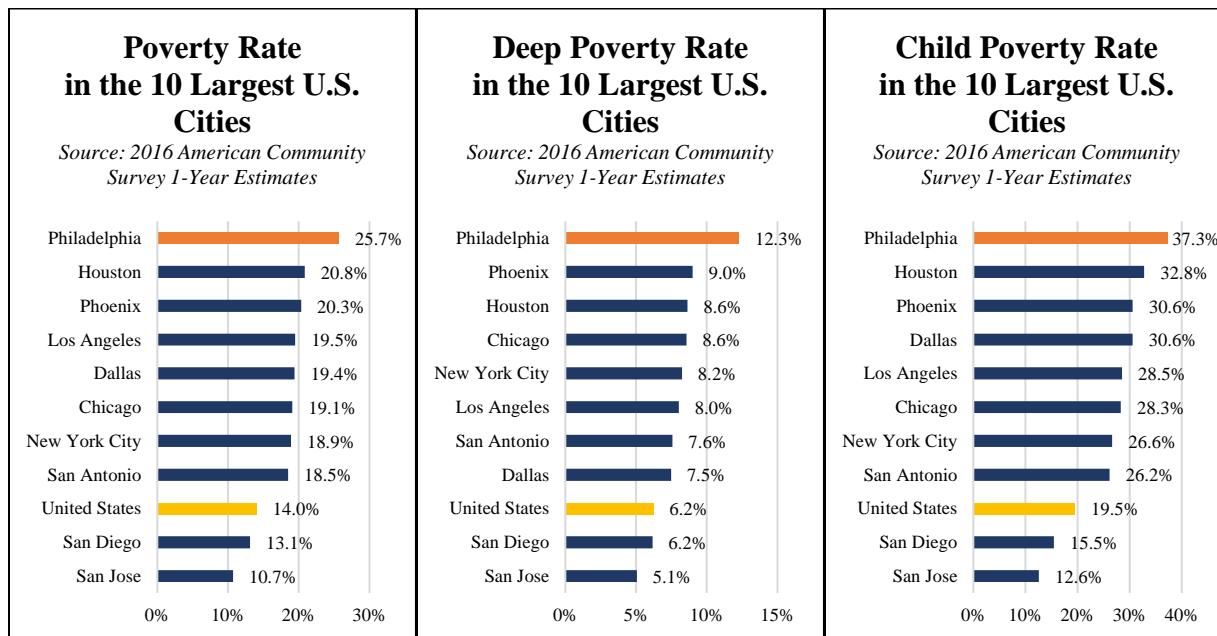
<sup>19</sup> Ibid.

<sup>20</sup> Ibid.

train Language Access Coordinators, develop detailed Language Access Plans, and report on language access service provision for the preceding fiscal year. Over the next five years, the City plans to continue its language access efforts, specifically on increasing the number of translated documents available and on increasing usage of interpretation services.

## POVERTY

Philadelphia continues to be the poorest of the ten largest cities in the United States, and the city's persistent poverty has severe negative impacts on the City's finances. Philadelphia has the highest poverty, deep poverty, and child poverty rates of the ten largest U.S. cities. The 2016 poverty rate is defined as making less than \$24,563 per year for a family of four, and the deep poverty rate is defined as making 50% or less of the poverty rate (or \$12,282 for a family of four).<sup>21</sup>



Philadelphia has a 25.7% poverty rate, a 12.3% deep poverty rate, and a 37.3% child poverty rate. These high rates of poverty indicate that large segments of the city's population struggle with lack of employment, food, and housing security. These persistent poverty rates also mean that there is a high demand for City services and a weaker tax base to fund them. Because Philadelphia is a county as well as a city, it must also fund a broader range of services than other cities, such as child welfare and public health services. Poverty in Philadelphia contributes to the City's low fund balances, which in turn impact the City's ability to fund new initiatives.

The City's investments in its children, which are described elsewhere in the Plan, are crucial long-term investments in the city's economic vitality and, as a result, in its fiscal health.

## INCOME

In 2016, the median household income<sup>22</sup> in Philadelphia was \$41,449, and the median family income was \$48,055 (compared to \$57,617 and \$67,871, respectively, for the United States overall).<sup>23</sup> Philadelphia continues to be the city with the lowest median household income of the top 10 largest U.S. cities.<sup>24</sup>

<sup>21</sup> <https://www.census.gov/data/tables/time-series/demo/income-poverty/historical-poverty-thresholds.html>

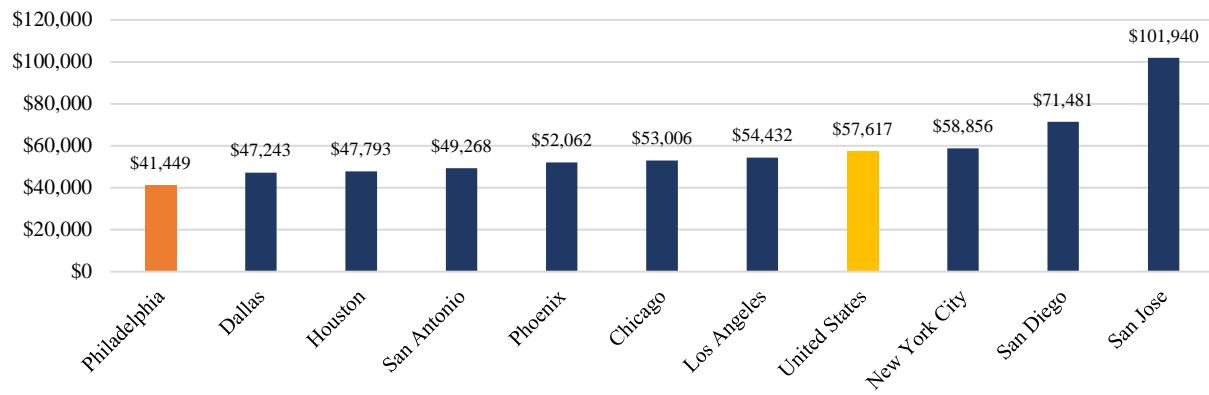
<sup>22</sup> "Household income" is defined as the income of the householder and all other individuals 15 years old and over in the household, whether they are related to the householder or not.

<sup>23</sup> U.S. Census Bureau, American Community Survey, 1-Year Estimate, 2016.

<sup>24</sup> *Ibid.*

## Median Household Income in the 10 Largest U.S. Cities

Source: 2016 American Community Survey 1-Year Estimates



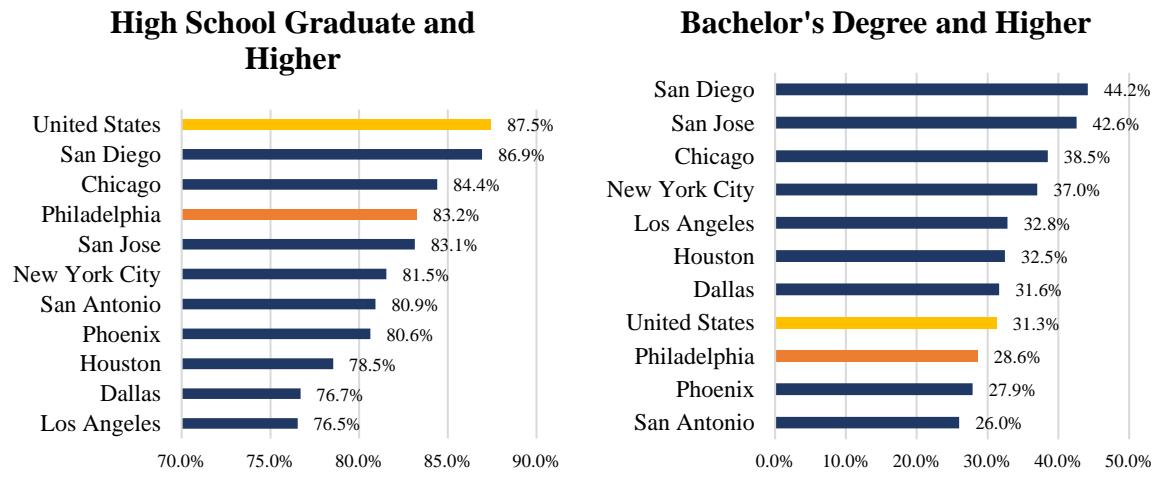
Income and poverty are interrelated. For the median income to rise, Philadelphians must have access to educational opportunities and well-paying, family-sustaining jobs. The Kenney Administration is working to improve Philadelphians' educational outcomes, and stimulate the local economy by encouraging companies of all sizes to locate in the city, thus broadening the availability of jobs for all Philadelphians.

## EDUCATION

Over the past decade, the number of Philadelphians aged 18 and older with an educational attainment of high school graduate or higher has risen by 5.7 percentage points.<sup>25</sup> During that same period, the percent of Philadelphians with a bachelor's degree or higher has risen by 7.9 percentage points.<sup>26</sup> Despite these increases, Philadelphia continues to have the third-lowest proportion of adults with a bachelor's degree among the top ten largest cities in the country. Research shows that higher educational attainment leads to higher employment rates in young adults; the employment rate for young adults who graduated high school is 16% higher than for young adults who did not.<sup>27</sup>

## Ten Most Populous U.S. Cities: Educational Attainment in 2016

Source: 2016 American Community Survey 1-Year Estimates



<sup>25</sup> U.S. Census Bureau, American Community Survey 1-Year Estimate, 2016 and U.S. Census Bureau, American Community Survey, 2006.

<sup>26</sup> Ibid.

<sup>27</sup> <https://nces.ed.gov/fastfacts/display.asp?id=561>.

# LOCAL ECONOMIC CONDITIONS

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With the majority of the City's General Fund revenue originating from local taxpayers, the City's fiscal health is highly dependent on local economic conditions. Growing and expanding Philadelphia's economy is crucial to mitigating against one of the toughest fiscal challenges facing the city: nearly 26% of Philadelphians living in poverty. The high poverty rate not only means that the City has a lower tax base from which to pay for services, but also that these services are even more essential for a large portion of the city's residents.

## IMPACT OF THE NATIONAL ECONOMY ON THE CITY

To project the impact of the national and local economy on the City's taxes, the Budget Office relies on an external economic forecasting consultant, IHS Markit (IHS), as well as information gathered from an annual conference of regional economists held by the Pennsylvania Intergovernmental Cooperation Authority (PICA). According to IHS, as of February 2018, economists are cautiously optimistic about future growth in the U.S. economy. Annual real Gross Domestic Product (GDP) growth is projected to pick up from 2.2% in 2017 to 2.7% in 2018. Consumer spending continues to drive U.S. growth, supported by rising employment, household wealth, and real incomes. Increased demand for housing, along with the need for repairs to storm-damaged homes in Texas and Florida, should lead to growth in construction activity. However, IHS projects that in the later years of the Plan, fiscal stimulus, accelerating prices and wages, and strengthening loan demand will lead to higher interest rates. The Federal Reserve is expected to gradually raise the federal funds rate to a high near 3.5% in 2021, overshooting its long-run equilibrium of 2.75%.

Recent policy changes at the federal level are factored into this forecast. IHS has modestly revised its forecast upward for 2018 through 2020,<sup>28</sup> reflecting the inclusion of the Tax Cuts and Jobs Act (TCJA). Rising incomes and a solid market have contributed to continued consumer spending, and lower tax rates enacted by the TCJA are expected to modestly boost this spending over the next few years. However, IHS predicts that the TCJA's impact on growth is expected to become neutral in 2022–2025 and turn negative in 2026–2027, when provisions expire and rising federal debt crowds out private investment.

More than eight years have passed since the Great Recession and the U.S. is experiencing one of its longest periods of economic expansion. From 1945–2009, there have been, on average, approximately five years between recessions, and there is some risk of a recession or economic contraction over the Five Year Plan.

## PHILADELPHIA'S LOCAL ECONOMY

The medium-term economic outlook for Philadelphia remains moderately optimistic. IHS expects total payrolls in the city to grow by 0.5% and real and gross county product to grow by 1.8% on average, annually, from 2017 to 2022. Philadelphia's unemployment rate has dropped below 6% in recent months and is expected to drop further, into the low-5% range, in 2018 and beyond. As stated above, there is some risk of a recession over the Plan, but the Plan does not assume a recession in its revenue projections. Philadelphia's forecast features a slowdown in economic growth at the national level over the next two years, but no major downturn is included in the Plan.

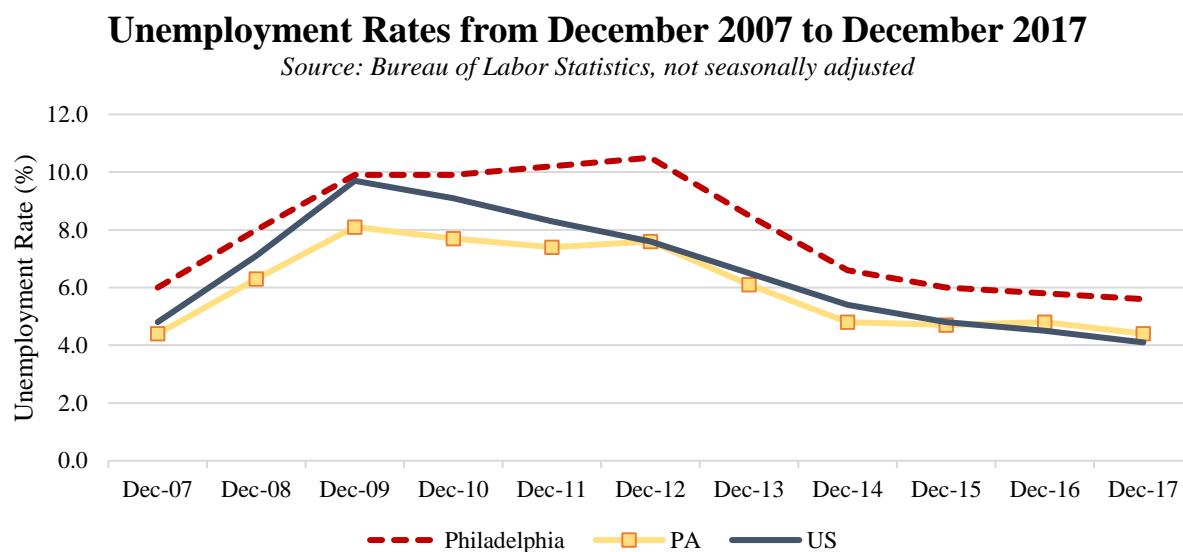
Some uncertainty also remains regarding the impact of federal policies on Philadelphia's economy. The TCJA eliminates the health care mandate from the Affordable Care Act, which required Americans who did not have health insurance or an exemption from the requirement to obtain health insurance to pay a fine. The elimination of the mandate could negatively impact Philadelphia in several ways. The elimination of the mandate is likely to result in fewer insured Philadelphians. This may increase the demand for tax-funded

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<sup>28</sup> IHS Markit, "PICA Revenue Outlook Presentation 2018," February 2018.

City services, such as public health centers. Fewer rates of insured people may also negatively impact revenues for health care companies, a key business sector in Philadelphia. Additionally, uncertainty remains over the future of Medicaid, which President Trump's 2019 budget proposes to transform into a system of capped federal payments to states. If enacted, these changes could have serious negative ramifications in Philadelphia, especially with the high number of medical institutions and the over 600,000 Philadelphians covered by Medicaid.<sup>29</sup>

The following chart shows the trend in Philadelphia's unemployment rate as compared to Pennsylvania and the U.S. overall from 2007 to 2017. While Philadelphia's unemployment rate has returned to pre-recession levels, it continues to be high relative to other locations in the U.S. As of December 2017, the non-seasonally adjusted rate shows Philadelphia with an unemployment rate of 5.6%, Pennsylvania with an unemployment rate of 4.4%, and the U.S. with an unemployment rate of 4.1%. Higher unemployment means that more individuals are without wages, impacting their household stability and their purchasing power within the local economy.



The information provided in this chapter ties to the tax revenue forecasts contained within this Five Year Plan. More details on the City's taxes can be found in the next chapter, "The City's Revenues."

<sup>29</sup> <https://data.pa.gov/Human-Services/Top-Counties-by-Enrollment-Based-on-Medicaid-Assis/pt37-gkbz>

# THE CITY'S REVENUES

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In FY19, total City revenue from all funds is projected to be approximately \$9.5 billion.

## SPECIAL REVENUE FUNDS

The table below describes the Special Revenue Funds of the City. These Funds are used to account for, and report the proceeds of, specific revenue sources that are restricted or committed to expenditures for specified purposes other than debt service or capital projects.

<b>HealthChoices Behavioral Health Fund:</b> Accounts for resources received from the Commonwealth of Pennsylvania. These resources are restricted to providing managed behavioral health care to Philadelphia residents and exclusively fund the Department of Behavioral Health and Intellectual disAbility.
<b>Grants Revenue Fund:</b> Accounts for the resources received from various federal, state, and private grantor agencies and are restricted to accomplishing the various objectives of the grantor agencies. The Grants Revenue Fund is a major source of funding for Departments and is comprised of state funding, federal funding, and local and other grants.
<b>County Liquid Fuels Tax Fund:</b> Accounts for funds received by the Commonwealth of Pennsylvania from the Liquid Fuels Tax and distributed to the City based on the ratio of the City's consumption to the total statewide consumption for the preceding three years. Revenues must be used to pay for construction, maintenance, and repair of county roads and bridges.
<b>Special Gasoline Tax Fund:</b> Accounts for funds received by the Commonwealth of Pennsylvania from the Liquid Fuels and Fuels Tax and the Oil Company Franchise Tax, and distributed to the City based on the ratios of mileage and population of the municipality to the state totals. That is, 50% of the funds are distributed based on a municipality's proportion of local road mileage to the total local road mileage in the state, and 50% on the proportion of a municipality's population to the total population of the state. Revenues must be used to pay for construction, maintenance, and repair of roads and streets, for which the municipalities are legally responsible.
<b>Hotel Room Rental Tax Fund:</b> Accounts for the revenues generated by the tax levied on hotel rooms; these revenues are distributed to marketing and tourism agencies to promote tourism.
<b>Community Development Fund:</b> Accounts for revenues received from the Federal Department of Housing and Urban Development, restricted to accomplishing the objectives of the Community Development Block Grant Program, within specific target areas.
<b>Car Rental Tax Fund:</b> Accounts for revenues generated by the Vehicle Rental tax levied on rental vehicles to pay for debt service on capital projects.
<b>Acute Care Hospital Assessment Fund:</b> Accounts for revenues generated by an assessment on the net operating revenues of certain General Acute Care Hospitals and High Volume Medicaid Hospitals within the city. The City remits these revenues to the Commonwealth of Pennsylvania to provide medical assistance payments to hospitals within the city for emergency department services.

**Housing Trust Fund:** Accounts for revenues generated by fees collected by the City for recording deeds and mortgages and notary public commissions to be used to fund programs to assist low-income homeowners, prevent homelessness, and preserve and increase affordable housing.

## ENTERPRISE FUNDS

The table below describes the City's Enterprise Funds, which are used to account for the financial activity of the City's operations for which customers are charged a user fee.

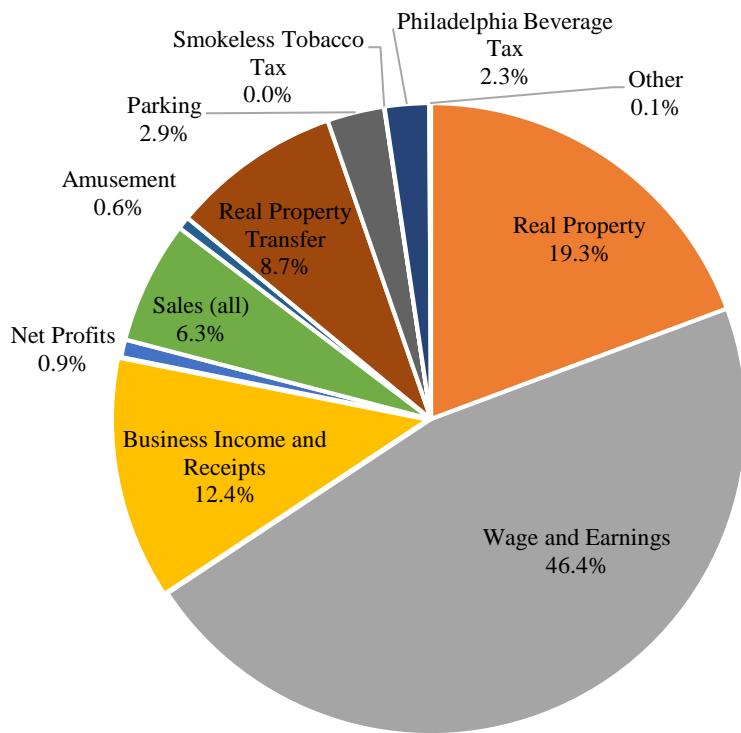
**Water Fund:** Accounts for the activities related to the operation of the City's water delivery and sewage systems. Included with the Water Fund is the Water Residual Fund. The principal operating revenues of the Water Fund are charges for water and sewer services. The Water Fund primarily funds the Philadelphia Water Department (PWD) but also internal services departments that support PWD, such as the Office of Fleet Management, the Law Department, the Procurement Department, and the Office of Innovation and Technology.

**Aviation Fund:** Accounts for the activities of the City's airports. The principal operating revenue of the Aviation fund is charges for the use of the airport. The Aviation Fund contributes to the budgets of internal services departments that support the Aviation Division, such as the Department of Public Property and the Office of Innovation and Technology.

## GENERAL FUND

For the **General Fund**, the City is estimated to receive a total of \$4.615 billion in FY19, and the remainder of this chapter will focus on revenues within the General Fund. The largest proportion of General Fund Revenue comes from local taxes, with an estimated \$3.441 billion, or three-quarters of the total, coming from tax receipts in FY19. The chart below shows the breakdown of the revenue by category.

### FY18 General Fund: Proposed Local Tax Revenues



Total revenues are budgeted to grow 3.89%, or \$173 million from the FY18 estimate. Of that \$173 million, \$51.7 million will go to increase the School District's contribution, leaving about \$120 million for the General Fund. Most of the increase (\$122 million) comes from taxes.

**Wage and Earnings Tax:** The largest portion of tax revenue comes from the City's Wage and Earnings Tax. This tax is collected from all employees that work within the city limits but live elsewhere, as well as all residents, regardless of work location. The tax rate is separated into a resident rate and a non-resident rate. For the resident rate, 1.5% is included to be reserved for the City's oversight authority, the Pennsylvania Intergovernmental Cooperation Authority (PICA). PICA was created in June 1991 for the purpose of providing financial assistance to the City to help overcome a financial crisis. The Authority issued bonds and granted them to the City, and in return, has a "first dollar" claim on the resident portion of the Wage Tax, to pay debt service on the bonds. PICA then returns the tax to the City after paying debt service and administrative costs. Revenue from the portion of the wage tax that PICA returns to the City is shown within Revenue from Other Governments as "PICA City Account." For FY19, the tax is projected to generate slightly over \$2 billion with \$1.596 billion coming directly to the general fund and \$471 million coming back to the City from the PICA City Account. The wage tax provides 46% of tax revenue and, when combined with the PICA portion, provides just under 45% of all revenue.

Mayor Kenney is committed to ensuring job growth in the city and to continuing gradual reductions in the City's wage tax rates to make Philadelphia more competitive. The Plan continues the incremental reductions

in the tax that have helped reduce the rate by over 20% since the rate reduction program began. In order to help provide funding for the Administration's proposed crucial investment in education, the Plan proposes a slower rate of wage tax reductions than included in last year's Plan. The following table shows the changes in rates proposed for the next five fiscal years. The 3.8423% rate for residents and the 3.4223% rate for non-residents in FY23 would be the lowest wage tax rate for both portions of the tax in decades.

Wage and Earnings Tax		
Fiscal Year	Resident Tax Rate	Non-Resident Tax Rate
2018	3.8907%	3.4654%
2019	3.8809%	3.4567%
2020	3.8712%	3.4481%
2021	3.8616%	3.4395%
2022	3.8519%	3.4309%
2023	3.8423%	3.4223%

As discussed in the previous chapter, the Office of Budget and Program Evaluation utilizes outside forecasting consulting assistance (IHS Markit) to project base growth rates for the City's major taxes. Through a PICA organized event at the Federal Reserve Bank of Philadelphia, the Budget Director and IHS Markit present these initial growth rates to regional and local economists, to gain further insight and refine the growth assumptions where needed. The wage tax is projected to grow fairly steadily throughout this Plan, attributed mainly to higher growth in wages, a key component of the tax forecast. As corporate profits rise, businesses are expected to increase wages of their employees. The projected base growth rates in this Five Year Plan are as follows:

Projected Base Growth Rate for Wage and Earnings Tax				Projected Revenues (\$ in 000)	
FY18-22 Adopted		FY19-23 Projected		Current Year FY19-23 Projected	
2018	3.41%	2018	6.39%	2018	\$1,535,840
2019	3.78%	2019	4.29%	2019	\$1,596,176
2020	3.62%	2020	4.50%	2020	\$1,662,216
2021	3.56%	2021	3.45%	2021	\$1,713,687
2022	3.59%	2022	3.41%	2022	\$1,766,076
		2023	3.37%	2023	\$1,819,369

**Real Property Tax:** The Real Property Tax is levied on the taxable assessed value of all property in the city, and is the second largest source of tax revenue in the City. Unlike other cities and counties that rely more heavily on the property tax as a proportion of their budget, Philadelphia's property tax accounts for only 19.3% of local tax revenues. The Administration is proposing a six percent increase in the property tax rate in order to provide crucial funding for the School District of Philadelphia. The tax increase would

be part of a financial package designed to bring fiscal stability to the District and helping alleviate the uncertainty that students, parents, teachers and other staff feel about the District's finances. In order to help ameliorate the impact of that tax increase, the Administration is also proposing to increase the value of homestead exemptions for \$30,000 to \$40,000 and, as discussed later in this chapter, will pay for the cost of that homestead increase by raising transfer tax rates. Philadelphia's property tax is split between the City and the School District of Philadelphia (currently at 45% City; 55% District). Assuming the Real Estate Transfer Tax increase, the split would grow to 43% City and 57% District.

The Property Tax has gone through a significant transformation in Philadelphia in recent years. The Office of Property Assessment (OPA) was created in 2010 and assumed assessment functions from the Board of Revision of Taxes. In FY14, the City completed the Actual Value Initiative (AVI), which involved a comprehensive reassessment of all properties in the city – approximately 579,000 parcels – to correct outdated and partial assessments. The Property Tax is no longer based on a fraction of the assessment, but 100% of the assessed value, with a lower rate than what was previously in place to offset the increase in assessed values.

The intent of AVI was to ensure that properties are examined annually to ensure that values reflect the market. The Kenney Administration is committed to that goal, and is investing in state-of-the-art technology through a CAMA (Computer-Assisted Mass Appraisal) system that will provide an automated and efficient methodology for valuing properties. The CAMA system is expected to be in place in FY20. The Office of Budget and Program Evaluation projects the taxable market value base will increase by approximately 6.1%, although the OPA's values will not be certified until late March 2017. In FY20 and beyond, the City is projecting an annual base growth rate of 3%.

Projected Revenues (\$ in thousands)	
FY19-23 <i>Projected</i>	
Fiscal Year	Current Year
2018	\$646,257
2019	\$664,522
2020	\$683,306
2021	\$706,210
2022	\$729,574
2023	\$754,201

**Business Income and Receipts Tax:** The Business Income and Receipts Tax, or BIRT, is the third-largest source of General Fund tax revenue at a projected \$428 million in FY19.

The BIRT has also changed considerably in the last few fiscal years, and more changes are scheduled during the course of this Five Year Plan. The BIRT is based on both gross receipts (sales) and net income (profits).

Every individual, partnership, association, and corporation engaged in a business, profession, or other activity for profit within Philadelphia must file a Business Income and Receipts Tax return, whether or not it earned a profit during the preceding year. The BIRT is filed and paid annually for business activity from the prior year.

Beginning in the late 1990s, various aspects of the BIRT were identified as barriers to economic growth in Philadelphia. Since then, there have been key changes made to this tax to reduce the tax burden on businesses and encourage job creation.

Starting in 1996 and through 2008, the tax rate on the gross receipts portion of the BIRT was reduced annually, and 2008 also saw a reduction of the tax rate on the net income portion of the BIRT. Annual rate reductions were paused from 2009 through 2013 to help maintain City services during the global economic recession. In 2014, annual reductions in the net income portion of the tax resumed, with incremental cuts to that portion of the tax legislated through 2023. The 2018 tax rate for gross receipts is 0.1415%, and the net income rate is 6.30%. By 2023, the net income rate will fall to 6.00%. The chart below shows the rate changes throughout this Five Year Plan:

Business Income and Receipts Tax		
Fiscal Year	Gross Receipts Tax Rate	Net Income Tax Rate
2018	0.1415%	6.30%
2019	0.1415%	6.25%
2020	0.1415%	6.20%
2021	0.1415%	6.15%
2022	0.1415%	6.10%
2023	0.1415%	6.00%

In 2014, two other changes were made to make it easier for companies to start and grow in Philadelphia. In 2014, the first \$50,000 in receipts (and any associated profits) were exempt from this tax. This exemption grew to the first \$75,000 for tax year 2015 and is now \$100,000 for tax year 2016 and subsequent years. Also in 2014, the fee to register a business to obtain a business license was eliminated. As of tax year 2015, the BIRT is no longer based on the property and payroll inside the city when determining the proportion of income to allocate for Philadelphia. It is based solely on sales in the city. This change puts Philadelphia-based businesses on equal footing with those located outside the city when their sales inside and outside the city are the same, rather than penalizing firms for choosing to locate in Philadelphia.

In addition, the City has taken other steps to encourage job growth. Since the early 2000s, the City has offered tax credits to approved businesses that create jobs, adding incentives in more recent years for jobs that go to veterans and returning citizens.

The Jump Start Philly program began in 2013. It exempts all new businesses that create three jobs in the first year of operations and have six employees by the end of the second year from BIRT for the first two tax years of operations in Philadelphia. Additionally, fees are waived for eligible new businesses for a variety of licenses and registrations.

The Proposed Five Year Plan includes a change to ease the tax burden on businesses. This change will help address concerns raised by the business community about the Business Income and Receipts Tax (BIRT). In response to suggestions by the Committee on Regulatory Reform established by City Council, the Administration is proposing that new businesses pay their first estimated tax payment quarterly rather than annually. After this first estimated payment, these businesses will move to the annual estimated payment schedule that established businesses follow. This shift would create a one-time cost of about \$5 million, but will reduce the burden on new businesses in their critical early years.

With these changes to the BIRT, combined with affordable Class A office rental rates, lower labor costs, and an inexpensive cost of living, Philadelphia has become a smarter choice for established companies and new entrepreneurs.

The following table shows the base growth rates projected for the BIRT, created with input from IHS Markit and other economists.

Projected Base Growth Rate for Business Income and Receipts Tax				Projected Revenues (\$ in thousands)	
FY18-22 Adopted		FY19-23 Projected		FY19-23 Projected	
2018	13.06%	2018	-0.32%	2018	\$413,525
2019	3.86%	2019	5.46%	2019	\$428,192
2020	1.81%	2020	5.16%	2020	\$453,065
2021	1.52%	2021	3.38%	2021	\$465,788
2022	2.44%	2022	3.94%	2022	\$481,444
		2023	3.95%	2023	\$494,818

**Real Property Transfer Tax:** The Real Property Transfer Tax rate in the city is 4.1%, 3.1% of which is imposed by the City and 1% of which is charged by the Commonwealth of Pennsylvania. The Administration is proposing to increase the City imposed rate of the transfer tax to 3.45% both to provide additional funding to help bring financial stability to the School District and to provide funding to offset the cost of increasing the value of homestead exemptions from \$30,000 to \$40,000. Revenues from this tax, which fell dramatically during the recession, have grown significantly since the recession ended, and are projected to be \$299.6 million in FY19.

Projected Tax Receipts for Real Property Transfer Tax (\$ in thousands)	
Fiscal Year	Projected Tax Receipts
2019	\$299,575
2020	\$305,441
2021	\$315,060
2022	\$323,814
2023	\$332,874

The table below shows the projected growth rates for the Real Estate Transfer Tax. The property market in Philadelphia remains strong in the current fiscal year, with significant revenue generated in the commercial property market. Over the course of the Plan, revenues from commercial properties are projected to reduce to a “normalized” level, and remain flat. Revenues from residential properties are projected to continue to grow, both reflecting higher prices and a higher volume of sales.

Projected Base Growth Rate for Real Property Transfer Tax			
FY18-22 Adopted		FY19-23 Projected	
2018	4.32%	2018	16.11%
2019	3.39%	2019	-6.25%
2020	2.62%	2020	1.96%
2021	2.48%	2021	3.15%
2022	2.98%	2022	2.78%
		2023	2.80%

**Sales Tax:** The Sales Tax rate in Philadelphia is 8%, with 6% going to the Commonwealth of Pennsylvania, and the remaining 2% as a local Philadelphia tax. Since FY15, the tax has been allocated as follows: the first 1% goes to the City, and the remaining 1% is shared between the School District of Philadelphia and the City. The School District receives the first \$120 million, and the remaining proceeds first paid debt service on a \$15 million borrowing for the School District (through FY18), and then go to the City's Pension Fund. In FY17, the City sent over \$19 million in sales tax revenue to the Pension Fund. That amount is projected to increase to \$27.2 million in FY18 and is budgeted to jump to \$48 million in FY19. The chart below provides the estimates throughout this Five Year Plan, totaling \$294 million over five years.

Projected Local Sales Tax Revenue (\$ in thousands)	FY19	FY20	FY21	FY22	FY23
City Share (1 <sup>st</sup> 1%)	\$168,262	\$174,181	\$179,698	\$184,995	\$190,317
School District Share (2 <sup>nd</sup> 1%)	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
City Share (2 <sup>nd</sup> 1% - Pension Fund)	\$48,262	\$54,181	\$59,697	\$64,994	\$70,317
<b>Total Local Sales Tax</b>	<b>\$336,524</b>	<b>\$348,362</b>	<b>\$359,395</b>	<b>\$369,989</b>	<b>\$380,634</b>
<b>City Total Local Sales Tax</b>	<b>\$216,524</b>	<b>\$228,362</b>	<b>\$239,395</b>	<b>\$249,989</b>	<b>\$260,634</b>

The Sales Tax is projected to generate \$168.3 million for the City's general fund in FY19. The following table shows the projected growth rates of the Sales Tax, with a comparison to the rates in the previous Five Year Plan:

Projected Base Growth Rate for Sales Tax			
FY18-22 Adopted		FY19-23 Projected	
2018	3.96%	2018	5.28%
2019	3.74%	2019	3.80%
2020	3.59%	2020	3.62%
2021	3.41%	2021	3.30%
2022	3.35%	2022	3.12%
		2023	3.10%

**Parking Tax:** The Parking Tax rate in Philadelphia is 22.5%, and is levied on the gross receipts from all transactions involving parking or storing of automobiles in parking lots and garages. This tax has continued to grow, with \$100.7 million projected in FY18.

Projected Base Growth Rate for Parking Tax			
FY18-22 Adopted		FY19-23 Projected	
2018	7.25%	2018	1.99%
2019	7.31%	2019	2.71%
2020	7.00%	2020	2.77%
2021	6.65%	2021	2.53%
2022	6.54%	2022	2.39%
		2023	2.37%

**Philadelphia Beverage Tax:** The Philadelphia Beverage Tax is a tax on any non-alcoholic beverage, syrup, or other concentrate used to prepare a beverage that lists as an ingredient any form of caloric sugar-based sweetener, including, but not limited to sucrose, glucose, or high-fructose corn syrup. This tax is levied on the distributor of sweetened beverages (that is, a person who sells sweetened beverages to a dealer, who is a person who sells sweetened beverages at retail). The tax is levied at 1.5 cents per ounce of sweetened beverages. While concentrates or syrups are also taxed, their tax rate is based on the final beverage produced, not the raw syrup or concentrate.

Based on the first year of collections, the Administration is revising its estimates for the tax. The \$78 million that is projected for FY19 is roughly 85% of the amount initially projected by the Administration, reflecting revenues received in the first 12 months of collections, and will provide substantial funding to expand quality pre-K, community schools, and the Rebuild program.

The tax is estimated to produce the following gross revenue over the Five Year Plan, before additional costs for collection, advertising, and auditing.

Projected Philadelphia Beverage Tax Revenues (\$ in thousands)					
FY19	FY20	FY21	FY22	FY23	FYP Total
\$78,038	\$77,258	\$76,485	\$75,720	\$74,963	<b>\$382,464</b>

**Other Taxes:** Other taxes include the Net Profits Tax, the Amusement Tax, the Smokeless Tobacco Tax, and several smaller taxes.

**Non-Tax Revenues:** Revenue from Other Governments: Revenues from other governments – primarily the Commonwealth of Pennsylvania and the Federal Government -- make up a small portion of total General Fund revenues. The total in FY19 is projected to be \$806.1 million, with the majority (\$471.3 million) raised through the residential portion of the City’s Wage Tax and then remitted by PICA after debt service and other expenses (discussed earlier).

Other than the PICA City Account, the most significant lines within this type of revenue are from Wage Tax Relief (estimated at \$86.3 million in FY19) from the Commonwealth, used to reduce wage tax rates; Pension Aid from the Commonwealth (projected to be \$70.6 million in FY19); and a projected \$42.8 million in FY19 from the Philadelphia Parking Authority for on-street parking revenues (including violations and fines).

There are multiple potential threats to the City’s Revenue from Other Governments. The Trump Administration, through federal grant program conditions, and legislators in Harrisburg, through proposed legislation, have threatened to take substantial amounts of funding from the City based on the City’s policies vis-à-vis its immigrant communities.

The implications of such action could be devastating for the City. The City receives substantial funding from the state and federal governments in the general fund and in other funds. Those dollars help pay for everything from services to abused and neglected children to housing to library services.

It is not clear, however, what funds the federal and state governments can legally withhold and what processes they would undertake to determine what funds will be withheld. The most specific threat from the federal government has been with respect to JAG criminal justice assistance grants; Philadelphia receives approximately \$1.6 million per year under this program. The City succeeded in obtaining a federal court injunction prohibiting the Justice Department (DOJ) from imposing the most significant condition by which DOJ has sought to impede access to the grant. A lawsuit brought by the City of Chicago enjoined other conditions DOJ has sought to impose. The lawsuit regarding the JAG funding is ongoing.

In addition, the Trump Administration’s proposed budget also includes cuts that could have a devastating impact on the City. As a result of the threats to state and federal funding, the City has included a reserve that could be used to offset a portion of the impact of those cuts. It is essential that the City maintain this reserve, which is \$53 million in FY19, as long as the potential for federal and state budget cuts remains.

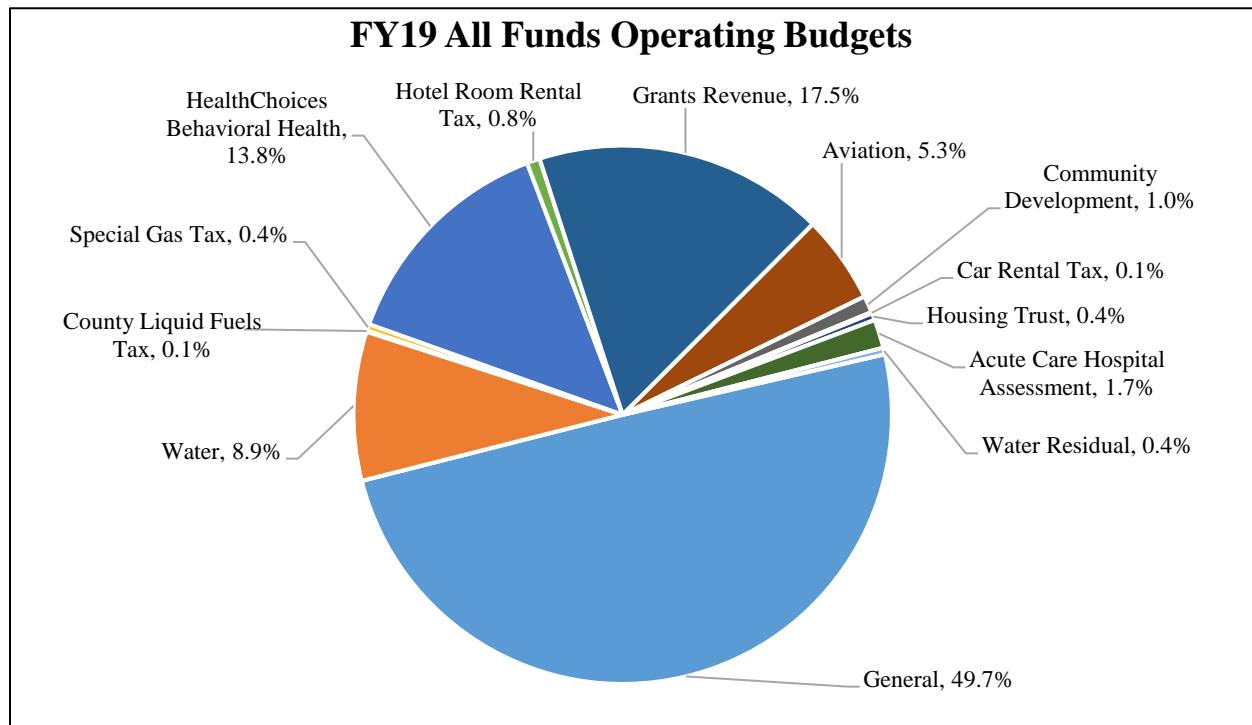
Locally-Generated Non-Tax Revenue: Locally-Generated Non-Tax revenue includes various fees, fines, permits, and other charges assessed by the City, as well as proceeds from asset sales. In FY19, the City projects to collect \$295.5 million.

Revenue from Other Funds: This category consists of payments from other funds of the City to the General Fund, such as from Enterprise Funds (Water and Aviation) or from the Grants Fund, and is projected to total \$72.9 million in FY19.

# **EXPENDITURE OUTLOOK**

# THE CITY'S EXPENDITURES

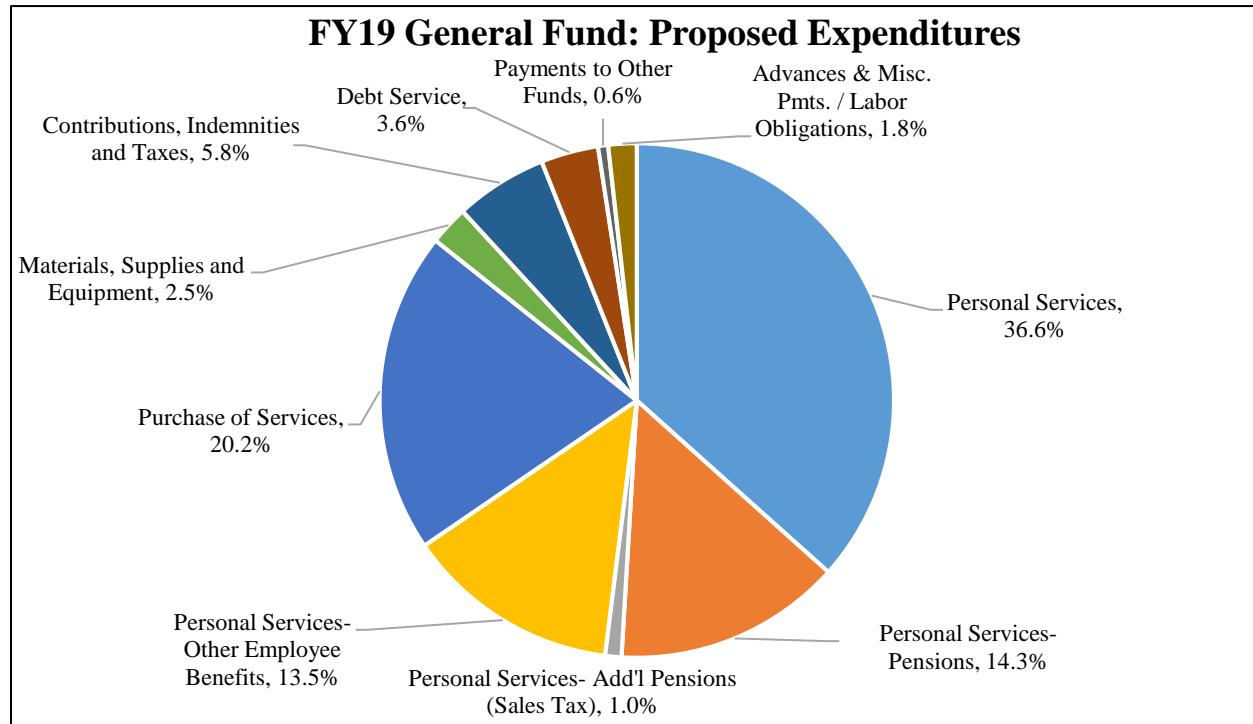
The proposed FY19 expenditures for all operating funds total \$9.445 billion and the breakdown by department in all operating funds of the City is shown in the Appendix. The City's operating funds include enterprise funds such as the Aviation Fund and the Water Fund, as well as special revenue funds. The largest fund is the **General Fund**, which is the City's primary fund and accounts for all revenue streams that are not restricted for specific purposes or otherwise required to be accounted for in another fund.



The proposed FY19 General Fund expenditures total \$4.690 billion, a \$219.6 million increase (4.9%) from the FY18 current projection. Of that \$219 million increase, over \$100 million was in just two areas – increases in the City's contribution for the School District and for the pension fund. When the added costs

General Fund (\$ in thousands)			
Obligations / Appropriations	FY18 Current Estimate	FY19 Proposed	FY19-FY18 Change
Personal Services	1,676,797	1,717,740	40,943
Personal Services – Pensions	656,208	672,024	15,816
Personal Services – Pensions – Sales Tax	27,226	48,262	21,036
Personal Services – Employee Benefits	616,000	632,359	16,359
Purchase of Services	921,178	949,017	27,839
Materials, Supplies, and Equipment	107,708	115,609	7,901
Contributions, Indemnities and Taxes	196,510	272,643	76,133
Debt Service	157,322	169,496	12,174
Payments to Other Funds	36,026	29,729	(6,297)
Provision for Labor Obligations	25,000	30,000	5,000
Provision for Federal Funding	50,893	53,573	2,680
<b>Total</b>	<b>4,470,868</b>	<b>4,690,452</b>	<b>219,584</b>

included in the labor reserve and 911 spending are included, over \$128 million of the increase is accounted for in just four items. Excluding those four items, costs are budgeted to grow by about \$90 million or 2.5%.



## MAJOR EXPENDITURES

**Employee Compensation:** As with prior years, the largest costs to the City's budget pay for City employees who design, manage, and implement the programs and services upon which residents and taxpayers depend. The single largest expenditure in the general fund budget is compensation for employees. The pay-related costs for general fund employees is budgeted to be \$1.7 billion in FY19, a 2.4% increase over FY18's level.

**Pensions:** Employee benefits have grown much more quickly than the City's revenues and other expenditures, meaning that more and more of the City's budget is not available to pay for services. In FY19, pension costs are budgeted to represent 15.4% of General Fund expenditures. The rapidly escalating costs of pensions, combined with the Pension Fund's declining health – it is now well below 50% funded – make it clear that the City will not attain fiscal stability until it has solidified the financial condition of the pension fund.

In FY19, General Fund pension payments are projected to total \$720 million compared to \$683 million in FY18, an increase of over 5%. While the City's annual pension contribution has grown by 271% since FY01, the Pension Fund's funded percent has dropped from 77% to well under 50%.

**Health Benefit Costs:** General Fund health benefit costs are budgeted to total \$632 million, 13.5% of the FY19 proposed budget. Health benefit program costs are one of the largest items in the City's budget. In order to address the challenges these costs present, the City has made cost-saving changes in the City-administered health benefit programs for exempt and non-represented employees (as well as District Council 33 and 47 members who opt out of their union administered plans), and sought changes to its labor contracts in the areas of health benefits to reduce costs and risk to the General Fund. In FY10, the City moved from a fully-insured model to a self-insurance arrangement. The City also increased employee copays and instituted a disease management and wellness program with financial incentives for employees

to monitor their vital statistics, perform wellness activities, and stop using tobacco products. Even with these changes, General Fund health care costs are estimated to rise 2.7% from FY18 to FY19.

**Contribution to the School District:** The largest single increase in spending in the FY19 budget is the City's contribution to the School District. There is no investment that is more important than funding education and this plan includes a package of almost \$1 billion over five years for education. As part of that package, the Administration is proposing to increase its base contribution to the District by \$20 million and to increase the contribution further to shift revenue generated by a transfer tax increase and by slowing wage tax reductions to the District. The combined amount of that increase in FY19 is almost \$72 million.

**Debt Service:** Debt service shown in the Sinking Fund Commission's budget represents 3.6% of the total FY19 General Fund proposed budget. This includes debt service on General Obligation bonds, tax, and revenue anticipation notes, and long-term contracts and leases. The Debt Management chapter discusses the City's debt in more detail.

**Independent Officials:** The FY19 proposed budget for Independently Elected Officials is \$215 million, representing 4.6% of General Fund expenditures. This includes \$109.6 million for the First Judicial District; \$38.2 million for the District Attorney's Office; \$24.5 million for the Sheriff's Office; \$17.3 million for City Council; \$10.0 million for the City Commissioners; \$8.9 million for the Office of the Controller; \$4.2 million for the Register of Wills; \$1.1 million for the Board of Ethics; and \$1.0 million for the Board of Revision of Taxes.

# LABOR

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Approximately two-thirds of the City's expenditures are dedicated to workforce costs for employee wages, pensions, and other benefits. The City's operations are labor-intensive and require people to maintain safe and clean streets, respond to fires and emergencies, support health and human service operations, and deliver other critical municipal services. Combined, these workforce costs represent \$3.1 billion of the City's \$4.7 billion projected General Fund expenses in FY19 and claim a greater share of the City's budget than any other expenditure category. As a result, workforce costs must be responsibly managed in order to maintain fiscal health.

As of January 28, 2018, the City had 29,008 employees. More than 80% (23,863 employees) were represented by one of the City's municipal unions:

Employee Group	Count	Contract Term
Fraternal Order of Police (FOP Lodge 5)	6,607	7/1/2017-6/30/2020
Deputy Sheriffs and Register of Wills (Lodge 5) <sup>1</sup>	376	7/1/2014-6/30/2017
International Association of Fire Fighters (IAFF Local 22) <sup>1</sup>	2,406	7/1/2013-6/30/2017
AFSCME District Council 33 <sup>2</sup>	8,118	7/1/2016-6/30/2020
Correctional Officers (Local 159 - District Council 33) <sup>1</sup>	2,176	7/1/2014-6/30/2017
AFSCME District Council 47 <sup>1</sup>	3,691	7/1/2009-3/19/2018 <sup>3</sup>
Local 810 (District Council 47 Court Employees) <sup>1</sup>	489	7/1/2016-3/19/2018 <sup>3</sup>
Non-Represented	1,137	--
Exempt	4,008	--
<b>Total Employees</b>	<b>29,008</b>	

<sup>1</sup>Currently in negotiations or the arbitration process.

<sup>2</sup>District Council 33 includes crossing guards and members of Local 1971.

<sup>3</sup>District Council 47 received a contract extension through March 19, 2018 while negotiations continue.

**Contract Negotiations:** The City is committed to working with its union partners to reach agreements that are fair to employees while also maintaining the City's fiscal discipline. Contracts for the International Association of Fire Fighters, Correctional Officers, District Council 47, and Deputy Sheriffs and Register of Wills employees are open, and these groups are currently in negotiations or the arbitration process with the City. In total, contracts for approximately 9,000 employees are currently open. As a result, this Five Year Plan includes \$225 million to budget for the potential costs of labor agreements.

Uniformed employees bargain under Pennsylvania Act 111 of 1968, which provides for final and binding interest arbitration to resolve collective bargaining impasses. Uniformed employees are not permitted to strike under state law. Non-uniformed employees bargain under Act 195 of 1970, which allows for the right to strike over collective bargaining impasses. Certain employees, including employees of the Sheriff's Office and the Register of Wills, Correctional Officers (represented by DC33), and employees of the First Judicial District (represented by DC47), are not permitted to strike but may proceed to interest arbitration under Act 195.

**Summary of Recent Awards:** In August 2017, the Fraternal Order of Police, the City's second largest union, received a three-year arbitration award that included annual wage increases as well as increased pension contribution rates. Employees received a 3.25% wage increase effective July 2017, 3.5% in July 2018, and 3.75% in July 2019. Pension contribution rates for most current employees increased by 0.92% in July 2017 and will increase by another 0.92% in July 2018 (total increase of 1.84%), and new officers hired on or after July 1, 2017 pay an additional 2.5% above the current base rate. These contributions will provide an additional \$160 million for the pension fund over 13 years.

The following table presents employee wage increases from FY13 to FY20 for each bargaining unit. The shaded cells indicate the most recent contract terms.

Fiscal Year	FOP Lodge 5	Sheriff's Office & Register of Wills (FOP Lodge 5) <sup>1</sup>	IAFF Local 22 <sup>1</sup>	AFSCME DC33 <sup>2</sup>	Correctional Officers (DC33 Local 159) <sup>1</sup>	AFSCME DC47 (Local 2187) <sup>1</sup>	AFSCME DC47 (Local 2186) <sup>1</sup>	Local 810 Court Employees (DC47) <sup>1</sup>
FY13	3.0% (1)	3.0% (3)	3.0% (5)	0% (7)	2.5% (9)	0% (12)	2.5% (13)	2.5% (14)
FY14	3.0% (1)	3.0% (3)	3.0% (6)	0% (7)	2.5% (9)	3.5% + \$2,000 lump sum (12)	3.5% + \$2,000 lump sum (13)	2.5% (14)
FY15	3.0% (2)	2.5% (4)	3.0% (6)	3.5% + \$2,800 lump sum (7)	3.0% (10)	0% (12)	0% (13)	2.5% (15)
FY16	3.25% (2)	3.0% (4)	3.25% (6)	2.5% (7)	3.25% + \$600 equity adj (10)	2.5% (12)	2.5% (13)	2.5% (15)
FY17	3.25% (2)	3.25% (4)	3.25% (6)	3.0% + \$500 lump sum (8)	3.25% (10) (\$500 lump sum [11])	3.0% (12) <sup>3</sup>	3.0% (13) <sup>3</sup>	3.0% (16) <sup>3</sup>
FY18	3.25%	--	--	3.0% (8)	--	--	--	--
FY19	3.50%	--	--	2.5% (8)	--	--	--	--
FY20	3.75%	--	--	3.0% (8)	--	--	--	--

<sup>1</sup> Contracts are currently in negotiations or the arbitration process.

<sup>2</sup> District Council 33 includes crossing guards and members of Local 1971.

<sup>3</sup> District Council 47 received a contract extension through March 19, 2018 while negotiations continue.

#### FOP Lodge 5, the Sheriff's Office, and Register of Wills

1. Five-year contract for the period July 1, 2009-June 30, 2014 with a reopeners for wage increases in FY13 and FY14.
2. Three-year contract for the period July 1, 2014-June 30, 2017.
3. Five-year contract for the period July 1, 2009-June 30, 2014 with a reopeners for wage increases in FY13 and FY14. Register of Wills members were subject to same wages negotiated with DC33 for FY11, FY12, and FY13 (0% each year), and therefore did not receive a wage increase from FY11 to FY13.
4. Three-year contract for the period July 1, 2014-June 30, 2017. Effective July 1, 2014, Register of Wills employees receive increases on terms negotiated between the City and DC33 (effective July 1, 2014) and wage increases (if any) negotiated by DC33 for the period July 1, 2016-June 30, 2017.

#### IAFF Local 22

5. Four-year contract for the period July 1, 2009-June 30, 2013.
6. Four-year contract for the period July 1, 2013-June 30, 2017, with a reopeners for a wage increase in FY17.

#### District Council 33 and Local 159 Correctional Officers

7. Seven-year contract for the period July 1, 2009-June 30, 2016. Employees received a ratification bonus of \$2,800 in FY15.
8. Four-year contract for the period of July 1, 2016-June 30, 2020. Employees received a \$500 lump sum in FY17 when the pension reforms negotiated became effective per ordinance.
9. Six-year contract for the period July 1, 2008-June 30, 2014. Received same negotiated wage increases (if any) by DC33 for July 1, 2009 through June 30, 2012 and a \$1,100 cash bonus in FY12.
10. Three-year contract for the period July 1, 2014-June 30, 2017. Employees received a \$600 equity adjustment added to base wages on January 1, 2016.
11. The DC33 pension reforms, which are described later in this chapter, included Local 159B. As a result, 159B members received a \$500 lump sum in FY17 when the negotiated pension reforms became effective by ordinance.

#### District Council 47, Local 2187, Local 2186 and Local 810 Court Employees

12. Eight-year contract effective July 1, 2009-June 30, 2017. Employees received a ratification bonus of \$2,000.
13. Eight-year contract effective July 1, 2009-June 30, 2017. Employees received a ratification bonus of \$2,000. Wage increase of 2.5% unilaterally implemented in October 2012 along with overtime.
14. Five-year contract effective July 1, 2009-June 30, 2014. Received same negotiated wage increases (if any) by DC47 for July 1, 2010 through June 30, 2012.
15. Two-year contract for the period July 1, 2014-June 30, 2016.
16. One-year contract for the period July 1, 2016-June 30, 2017.

**Key Issues for Upcoming Contracts:** Maintaining competitive compensation while also managing total workforce costs – wages, benefits, and pensions – remains a financial and managerial challenge. In FY19, employee benefit costs including pensions will make up almost 30% of proposed General Fund expenditures.

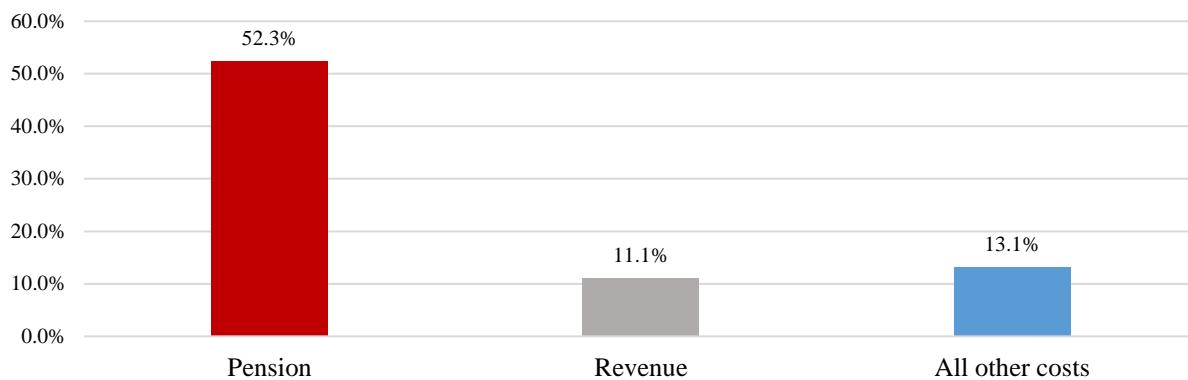
Health Care: The City will continue to work with its union partners to promote wellness and address the rising costs of health insurance. The municipal unions each provide benefits for members through union administered Health and Welfare Funds, and the City has minority representation on those boards.

Non-union employees are provided benefits through the City Administered Benefits Program. In FY10, the City moved from a fully-insured model to a self-insurance arrangement. The City also increased employee copays and instituted a disease management and wellness program with financial incentives for employees to monitor their vital statistics, perform wellness activities, and stop using tobacco products.

Pensions: The City of Philadelphia's Municipal Retirement System is well under 50% funded and has a more than \$6 billion unfunded liability. The pension funding ratio has weakened over time, dropping from 77% in FY01 (the peak after funding from FY99 pension bonds were issued) to the current preliminary 45.5%. The funding percent has decreased for a number of reasons including the market collapse in 2008 and 2009, the adoption of more conservative assumptions over time, and the changing demographics of the workforce.

An increasing share of the City's resources goes towards paying pension costs each year. General Fund pension costs made up more than 15% of the City's FY17's actual expenditures (including payments on pension obligation bonds). From FY07 through FY17, General Fund pension expenditures grew by 52.3% while revenues only increased by 11.1%. Over the same period, all other expenditures grew by only 13.1%. Pension costs are projected to grow another 5.4% in FY19. As spending on employee benefits grows, City spending on other services continues to be constrained.

## Growth in General Fund Pension Costs, Revenue, and Other Costs, FY07-FY17<sup>1</sup>



<sup>1</sup>All expenditure and revenue data used reflect FY07 and FY17 actuals.

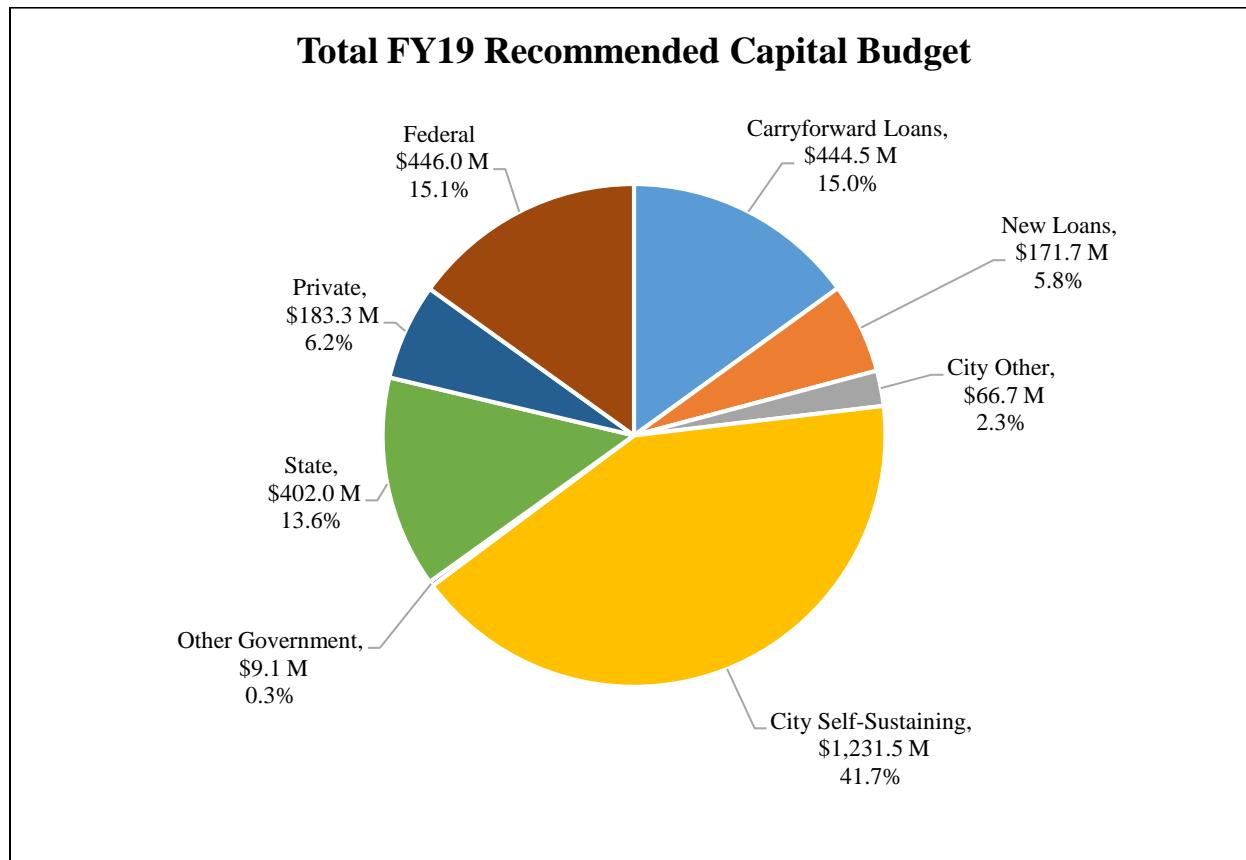
The contracts negotiated with DC33 and FOP included significant pension reforms to help improve the health of the fund. DC33 adopted a progressive tiered contribution structure for current employees, where those with higher annual salaries would pay a higher contribution rate; and a stacked-hybrid plan for new hires, which combines a traditional defined benefit for the first \$50,000 of an employee's pensionable earnings, and an optional 401k, with an employer match, for earnings above this amount. The FOP's pension contribution, enumerated above, will provide an additional \$160 million for the pension fund over 13 years. These pension reforms are a key focus of ongoing negotiations with the City's other union partners and reforms will also be implemented for employees who are not represented by unions once the union negotiations have been completed.

# THE CITY'S CAPITAL BUDGET

The Capital Program is the City of Philadelphia's six-year plan for investing in municipal facilities and infrastructure. The Capital Program is updated annually to focus available resources on the overall goals of the City, ongoing investment needs, and evolving partnership opportunities. The first year of the Capital Program, the Capital Budget, reflects funds to be appropriated by City Council. Years two through six of the Capital Program represent the plans of City departments and partnering organizations to complete, continue, or initiate capital investments.

The Recommended Capital Program for FY19-24 supports strategic commitments to new facilities as well as the ongoing modernization of existing capital assets. Projects and funds recommended for FY19-24 complement the Mayor's priorities to invest in the City's youth and in more efficient and effective public services.

The FY19 Capital Budget calls for appropriations of \$171.7 million in new, City-supported General Obligation (CN) borrowing and \$459.3 million of prior year tax-supported City loans to leverage \$2.324 billion from federal, state, private, City self-sustaining enterprise, operating, and revolving fund sources. Over six years, the FY19-24 Capital Program envisions the commitment of approximately \$1 billion in CN borrowing as part of a recommended \$10.209 billion in total capital investment.



## FINANCIAL CONSTRAINTS ON CAPITAL INVESTMENTS

The \$171.7 million in new CN appropriations recommended for the FY19 Capital Budget is higher than the \$162 million included in the FY18 recommended capital budget, but lower than the \$185.9 million that had been programmed for FY19 in last year's FY18-23 Capital Program. This smaller amount of FY19 CN funding results from several factors:

While departments have made considerable progress in spending down funds appropriated in prior years, many departments have existing carryforward (CT) funds to continue implementation of capital projects through the coming year. Additionally, constraints placed on the City's FY19 Operating Budget limit the amount of debt service available for general obligation borrowing. Constraints include relatively low reserves, a high level of fixed costs, the need to provide additional support for the Philadelphia School District, and debt service on recent and anticipated, special purpose borrowings that complement the regular Capital Program. These constraints include:

- **Rebuilding Community Infrastructure (Rebuild)**: a multi-year investment in Philadelphia's parks, playgrounds, recreation centers and libraries. Investments will support and expand the programming that takes place in these facilities by improving the physical environment - interiors and exteriors - so that community leaders have the tools to serve children after school and to engage people of all ages in the neighborhood. Rebuild is designed to leverage private and other governmental support as well as additional City borrowings.
- **Affordable Housing**: debt issued to increase the number of low-income Philadelphia home-owners served by the City's Basic Systems Repair Program and to capitalize a low-interest, home repair loan program available to households with higher incomes.
- **GESA**: debt issued to fund energy conservation measures at Philadelphia Museum of Art properties under a guaranteed energy savings agreement (GESA).

## **HIGHLIGHTS OF THE CAPITAL PROGRAM AND BUDGET**

The Recommended FY19-24 Capital Program and Budget calls for continued commitments to new, strategic facilities and capital equipment. More than ten percent of the recommended tax-supported funding in the FY19 Capital Budget is directly related to departments and initiatives whose facilities are central to improving the lives of the city's children.

- **Rebuilding Community Infrastructure (Rebuild)**: The six-year FY19-24 Capital Program maintains the City's commitment to invest \$48 million in the Rebuild initiative to improve selected Philadelphia parks, playgrounds, recreation centers, and libraries. The City also proposes a series of additional borrowings, leveraging funding from private, philanthropic, and other government partners. The FY19 Capital Budget devotes \$7 million under Parks and Recreation and \$1 million under the Free Library for Rebuild-managed investments.
- **Office of Homeless Services (OHS)**: The Capital Program and Budget prioritizes \$1.2 million in FY19 for significant Heating, Ventilation, and Air Conditioning (HVAC) upgrades to the Stenton Family Manor, one of the Homeless Services facilities that primarily serves homeless families with children.
- **Parks and Recreation – Life Safety Improvements**: Five hundred thousand dollars is recommended in FY19 for fire alarm, security system, and lighting improvements at neighborhood parks and recreation facilities.
- **Parks and Recreation – Improvements to Existing Facilities – City Council**: The Capital Program and Budget retain an annual total of \$7.9 million, divided equally among the City's ten Council districts, for investments that contribute to parks, playgrounds, and recreation centers used heavily by and programmed for children.
- **Arts and Cultural Facilities**: The City's FY19 Capital Budget supports physical improvements that enhance the ability of the Philadelphia Museum of Art, the Philadelphia Zoo, and the Mann Music Center to provide educational programming for visitors from around the city and region. At the Art Museum, the Capital Program started a six-year, \$32.5 million commitment in FY18 for the Art Museum's Core Project, which will include a state-of-the art education learning center and auditorium to support the thousands of school-age visitors the Art Museum hosts annually.

Continued commitments to new, strategic facilities and capital equipment include:

- **Waterfront Developments:** The Program continues investments in public access and amenity improvements along the Central Delaware, Schuylkill, and North Delaware riverfronts. Consistent with the Central Delaware Master Plan, more than \$160 million in state and private funds are to be leveraged by the City's \$90 million commitment over six years to complete new decking over I-95, public open space, and trails at Penn's Landing. Ongoing City contributions to the Schuylkill River Waterfront leverage significant non-city funding successfully to connect the Schuylkill River Trail to additional neighborhoods and destinations. Similarly, City funds are needed to match state and other grants to complete North Delaware River Waterfront trails and neighborhood connections planned as part of the North Delaware River Greenway.
- **Police Facilities:** The Program reflects the City's commitment to the consolidation at 400 North Broad Street of the Police Headquarters, Police Districts 6 and 9, the Medical Examiner's Office, and the 911 Call Center. The FY19-24 Capital Program allocates funds under Police and the Office of Innovation and Technology (OIT) to provide furnishings, equipment, and computer and communications infrastructure for this important new City facility. New or substantially upgraded Police facilities are also scheduled for the 22<sup>nd</sup>, 2<sup>nd</sup>, and 15<sup>th</sup> Police Districts. These projects are consistent with long-standing recommendations to vacate obsolete municipal facilities or locations and to co-locate or consolidate complementary functions.
- **Industrial Land Redevelopment:** The FY19 Capital Budget includes \$3 million to complete a two-year replenishment of funds available to the Industrial Land Bank managed by the Philadelphia Industrial Development Corporation (PIDC). This land bank has operated as a revolving fund to enable the acquisition and improvement of industrially-zoned parcels that can create new jobs and increase tax revenue. Parcels are targeted within areas identified in district plans as appropriate to accommodate new industrial and industrially-related employers.

Within the limitations of available funding, ongoing modernization of Philadelphia's existing facilities and capital-eligible equipment remains a central role of the Capital Program and Budget.

- **Streets:** The Capital Program calls for an increasing investment of tax-supported funds over FY19-24, totaling \$178 million, for the reconstruction and resurfacing of City streets and the construction of accessible ramps. The increasing level of funding is required to achieve an annual level of resurfacing that will maintain City streets in a condition of good repair while also leveraging other state and federal grants. A total of \$12.2 million in City tax-supported funds is slated over the six-year Program as the City's contribution toward an overall \$157 million commitment to bridge reconstruction and improvements.
- **Office of Innovation and Technology:** The six-year Capital Program recommends \$118 million of City tax-supported funding to implement planned improvements to citywide and departmental applications, communications systems, and computer network stabilization and enhancement.
- **Public Property:** More than \$58 million in new City tax-supported funds are recommended over the six-year Capital Program to modernize public and employee-serving building systems and infrastructure in City Hall and the Criminal Justice Center, Municipal Services Building, and One Parkway Building.
- **Police:** The existing Firearms Training Facility on State Road needs substantial improvement to meet modern operational and safety requirements. A total investment of \$7 million over FY19 and FY20 will support the design and construction of upgraded ranges, equipment storage, and instructional spaces.
- **Parks and Recreation:** In addition to fire alarm and security improvements, the Capital Budget provides \$2.4 million to continue the stabilization of park infrastructure and facilities that serve citywide needs. Priority is given to restoration or modernization projects for which Parks and Recreation has successfully obtained private and state grants.
- **Commerce:** Using previously appropriated funds and \$1.5 million of new tax-supported funds in FY19, the Commerce Department will continue to implement a program of physical site improvements to

enhance the competitiveness of neighborhood and community-serving commercial corridors. Corridor project funding from the City is coordinated with additional funding from state, regional, and private sources.

- **Office of Sustainability:** With funds from prior years, the Office of Sustainability and the City's Energy Office will continue to invest in energy efficiency equipment and controls to reduce City government's energy costs, consumption, and carbon footprint. Investments will help implement the City's new Municipal Energy Master Plan. The City will also issue a separate bond to support a guaranteed energy savings agreement (GES) project at the Philadelphia Museum of Art.
- **Interior and Exterior Improvements:** Capital funds from prior years and from the FY19 Capital Budget are available to address the most critical needs across departments for upgrades to windows, doors, mechanical, electrical, and plumbing (MEP) systems, roofs, and heating, ventilation, and air conditioning (HVAC) systems. As these high-priority projects are designed and completed, the City will look to the Department of Public Property's recently completed Public Safety Facilities Master Plan to guide future recommendations for investments at Police and Fire.
- **Aviation:** The Division of Aviation manages both Philadelphia International Airport (PHL) and Northeast Philadelphia Airport (PNE). The FY19-24 Capital Program envisions a total of more than \$3 billion in self-sustaining, federal, state, and private investments on airfield and terminal assets, acquisitions and improvements outside the immediate terminal areas, and other aviation services.
- **Water:** The FY19-24 Capital Program recommends more than \$2.7 billion in self-sustaining, federal, state, and other funds for Philadelphia Water Department (PWD) investments in improved drinking water treatment and conveyance, waste collection and treatment, meter replacement, and stormwater management.
- **Transit:** The Southeastern Pennsylvania Transit Authority (SEPTA) has proposed a program of investments, worth a total of nearly \$1.4 billion over FY19-24, to improve the City and region's basic transit infrastructure, vehicles, communications, and payment technologies. Over the course of the six-year Capital Program, the City's contribution toward this significant investment would be \$31.3 million in tax-supported funding.

Funds are also recommended throughout the Program and Budget to improve the ability of City departments to deliver efficient and effective municipal services.

- **Fleet:** Through the Office of Fleet Management, \$115 million is recommended in FY19-24 for the purchase of new, capital-eligible vehicles for Fire, Streets, and various other departments. The purchase of specialized fire apparatus, Emergency Medical Service (EMS) vehicles, trash compactors, construction equipment, and grounds maintenance equipment is essential to ensure vehicle availability and to manage personnel overtime.
- **Records:** The FY19-24 Capital Program includes the phased purchase of new printers to enable the Central Duplicating division of the Records Department to cost-effectively meet anticipated printing demands from the many City departments it serves.
- **Sanitation:** The Streets' Department's Solid Waste Collection and Disposal Program will receive \$2 million in FY19 to upgrade the Northwest Transfer Station in Roxborough. The Streets Department estimates that the proposed improvements will yield a return on investment due to reduced costs for overtime, maintenance, and waste disposal in the long term.
- **Health:** Although Department of Public Health Facilities are not scheduled for new City tax-supported funding in the FY19 Capital Budget, significant Operating Budget and state funds are recommended for ongoing renovations and upgraded equipment at Department of Public Health facilities. These include district health centers and the Philadelphia Nursing Home. Investments will help the Department improve conditions for both patients and staff.

# DEBT MANAGEMENT

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The City typically issues debt to maintain its infrastructure and fund significant or strategic investments in roads and public facilities. These investments are crucial to ensuring the quality of life in the city; however, Philadelphia also has a relatively high debt burden. When combined with other fixed costs such as pension liabilities, this burden limits the City's financial flexibility and constrains other funding for programs and services.

A substantial portion of Philadelphia's outstanding debt was issued in 1999 in an attempt to improve the health of the City's pension fund rather than to fund infrastructure. This debt expense uses up a large proportion of the City's financial capacity and will continue to be a significant budgetary expense through the 2020s. The City's high level of fixed costs continues to remain a concern for rating agencies.

In FY19, the Sinking Fund Commission is expected to spend \$295 million on debt service, representing 6.3% of total General Fund expenditures. There are several debt issues budgeted outside the Sinking Fund Commission, including the pension obligation bonds, which are included as a pension cost in the benefits budget; and debt service on bonds issued in 2009 for the Youth Study Center, which is included in the Department of Human Services' budget.

*Credit Ratings:* The City continues to maintain "A" category ratings for its General Obligation debt from all three major rating agencies: A2 (Moody's Investor Service, or "Moody's"), A+ (Standard & Poor's, or S&P), and A- (Fitch). S&P upgraded the City from "BBB" to "A-" in June 2013 and then gave the City a double upgrade to "A+" in December 2013, its highest level in 30 years. This was the first time that the City had been rated in the "A" category by all three rating agencies. In 2016, the outlook for the City's general obligation credit was changed from stable to negative by both Moody's and S&P. This means that both rating agencies will closely monitor the City's fiscal health for signs of improvement or deterioration and could decide to downgrade the City's bond rating or remove the negative outlook. Moody's has noted that the negative outlook reflects the city's "weak financial reserve levels as well as school district funding challenges that the city may face in fiscal 2019."

Bond Type	S&P	Moody's	Fitch
General Obligation Bonds	A+	A2	A-
Water and Wastewater Revenue Bonds	A+	A1	A+
Airport Revenue Bonds	A	A2	A

Ratings in the "A" category from all three agencies is a major achievement for the City, as this permits the City to begin to access a broader base of institutional investors and to make the City's debt eligible to be sold directly to retail investors. This has materially lowered the City's interest costs and has enabled the City to refinance existing high-cost debt for savings, since some investors now view the City's securities as less risky than before. Despite these positive events, the City's ratings are relatively weak and rank the second lowest among the 20 largest cities (behind Chicago) as of December 2017. The top two factors adversely impacting the City's credit rating are the City's history of low fund balances and its low pension funding level. The City's high poverty rate is another factor since it means that the City has a relatively weak tax base.

In a July 2017 ratings report, Moody's noted that,

"The city's debt and pension liabilities are heavy and will remain a drag on its credit profile for the long term. The city's tax-supported debt totals roughly \$4 billion, equal to 4.3% of full value, climbing to 7.8% when overlapping debts are included, well above the state and national averages. The city's high debt burden reflects its dual city and county responsibilities, special efforts to promote economic development, the PICA deficit bonds (\$266 million), and \$1.3 billion in pension obligation bonds. Debt will remain heavy as it amortizes slowly (57.6% of principal is scheduled to be repaid in 10 years), and the city has material capital reinvestment needs that will be largely funded by debt... These declining reserve levels remain a key risk in light of the city's economically sensitive revenue base, continued reduction in tax rates, and expenditure growth that will continue to outpace revenues in the near-term. While we expect the city to outperform its projections, as it has historically, we believe reserve levels will still remain weak overall."

**Impact of Debt on City Operations:** Debt service payments as a percentage of the budget have been relatively stable. As stated above, in FY19, the Sinking Fund budget is expected to be \$295 million, or 6.3% of FY18 General Fund expenditures. The following chart shows the five-year estimates for the Sinking Fund Commission, representing debt service costs incurred by the General Fund.

Fiscal Year	Estimated Existing Sinking Fund Budget	Sinking Fund Budget as Percentage of General Fund Expenditures
FY19	\$295,032,504	6.3%
FY20	\$313,231,686	6.5%
FY21	\$329,423,297	6.6%
FY22	\$364,260,284	7.2%
FY23	\$377,050,470	7.3%

The City also pays debt service on Pension Obligation Bonds. This debt service is estimated to be \$146 million in FY19.

Working with the City Treasurer's Office, the Water and Aviation funds issue their own debt and are budgeted for debt service of \$213 million and \$164 million, respectively, in FY19. The Appendix shows debt repayment for the Water and Aviation Funds. While the Water and Aviation credit ratings are influenced by the City's rating, they each have their own rating. A July 2017 report from S&P stated that the Water Fund has a very strong enterprise risk profile generally reflecting a broad and diverse service base and affordable rates, despite income levels that are measurably weaker than surrounding areas, and is primarily supported by a large available rate stabilization fund and debt service coverage that exceeds covenanted minimum levels. However, S&P noted that the combined water and sewer system is highly leveraged, and the \$2.2 billion 2018-2023 CIP (Capital Improvement Plan) is likely to require significant additional debt funding. In December 2017, Moody's wrote that the Airport has "very low liquidity and heightened competitive environment mostly offset by a large, robust service area that provides sufficient demand to support an international hub." Additionally, Moody's pointed out that leverage will increase over time as the airport works through its capital improvement program, which will also increase airlines' costs above the current levels.

**Current Debt Obligations:** The City issues four types of debt, as described below: General Obligation debt, Obligations pursuant to City Service Agreements, Tax and Revenue Anticipation Notes, and Revenue Bond debt.

- **General Obligation Debt:** The City can issue General Obligation debt, backed by the full faith, credit, and taxing power of the City, and subject to voter approval and adherence to the Commonwealth Constitution. The Constitution limits the amount of the City's outstanding General Obligation debt to 13.5% of the immediately preceding 10-year average of assessed value of taxable real property, with

debt greater than 3% of the preceding 10-year average of assessed value of taxable real property having to get voter approval. This limitation does not include self-supporting General Obligation bonds, which are defined as General Obligation debt incurred for revenue producing capital investments, which are expected to produce excess revenues sufficient to cover debt service on the bonds. As a result of the implementation of the City's Actual Value Initiative, the assessed value of taxable real estate within the city increased substantially, causing the constitutional debt limit to increase and no longer be the limiting factor on new debt issuance. Nonetheless, the City does not intend to significantly increase borrowing just because the constitutional debt limit has increased. General Obligation debt will still require voter approval, and, as mentioned above, debt service costs need to be funded by the City's General Fund operating revenue, reducing financial flexibility and resources for City services. In addition, the City follows guidelines for debt issuance that, for example, limit the City to borrowing money for capital projects that result in an asset with a useful life of more than five years (see "How Philadelphia Budgets"). In addition, the City limits the amount of debt it will issue based on how large debt service payments are as a percent of the City's overall costs.

- Obligations pursuant to City Service Agreements: The City issues tax-supported obligations through the use of its related authorities. The term "City Service Agreement" includes City Service Agreement, City Agreement, Service Contract, and Lease Revenue, and is debt issued by related authorities that is repaid with interest by the City out of the City's General Fund. Under the City's Home Rule Charter, City Council may authorize contracts or leases for a period of more than one year that are valid and binding on the City, and City Council is required to make subsequent annual appropriations sufficient to make payments under that contract or lease. While the contract or rental payments are payable only out of current revenues of the City, each Service Agreement provides that so long as any of the bonds under it remain outstanding, or sufficient money for the full payment of the bonds is held in trust, the City is obligated to pay the contract payments absolutely and unconditionally. Because of this, Moody's, S&P, and Fitch rate the City's Service Agreement debt with identical ratings as the City's General Obligation bonds. The City may use the Philadelphia Authority for Industrial Development (PAID), the Philadelphia Municipal Authority (PMA), the Philadelphia Energy Authority (PEA) or the Philadelphia Redevelopment Authority (PRA) to issue Service Agreement debt. Service Agreement debt is not subject to the constitutional debt limit.
- Tax and Revenue Anticipation Notes (TRANs): The City cannot absorb the normal disparate timing of receipts and expenditures without borrowing money on a short-term basis to meet its cash flow needs within the fiscal year. The City has issued notes in anticipation of the receipt of income by the General Fund – TRANs – in each fiscal year since FY72 (with a single exception). Each note issue was repaid when due prior to the end of the fiscal year of issuance. The City issued \$125 million of Tax and Revenue Anticipation Notes in December 2017, and these are scheduled to mature at the end of the fiscal year in June 2018. These Notes are limited by Federal Tax Law, which requires that any yearly issuance be limited to the greater of the maximum monthly deficit or 5% of annual General Fund expenditures. The increase or decrease in TRAN size is one indicator of weakening or strengthening cash position. Over the course of the past several years, the City reduced the size of its annual cash flow borrowing from a high of \$350 million in FY09 when the recession first hit and revenues were well below forecast, to a low of \$100 million in FY13, up slightly to \$130 million in each of FY14 and FY15. Both FY16's and FY17's cash borrowings were \$175 million, due in part to uncertainty surrounding the State budget. FY19's cash borrowing is projected to be \$125 million.
- Revenue Bonds: The City Treasurer also oversees the issuance of revenue bonds for the Water Fund, the Aviation Fund, and the Philadelphia Gas Works. These bonds are paid for by revenues collected by each respective enterprise. These revenue bonds are not included in the City's calculations of the constitutional debt limit on General Obligation debt because they are paid entirely from non-General Fund revenue sources. Debt limits for revenue bonds are established in the general bond ordinances for each credit.

The table below shows a summary of all long-term debt outstanding (i.e., excluding short-term debt):

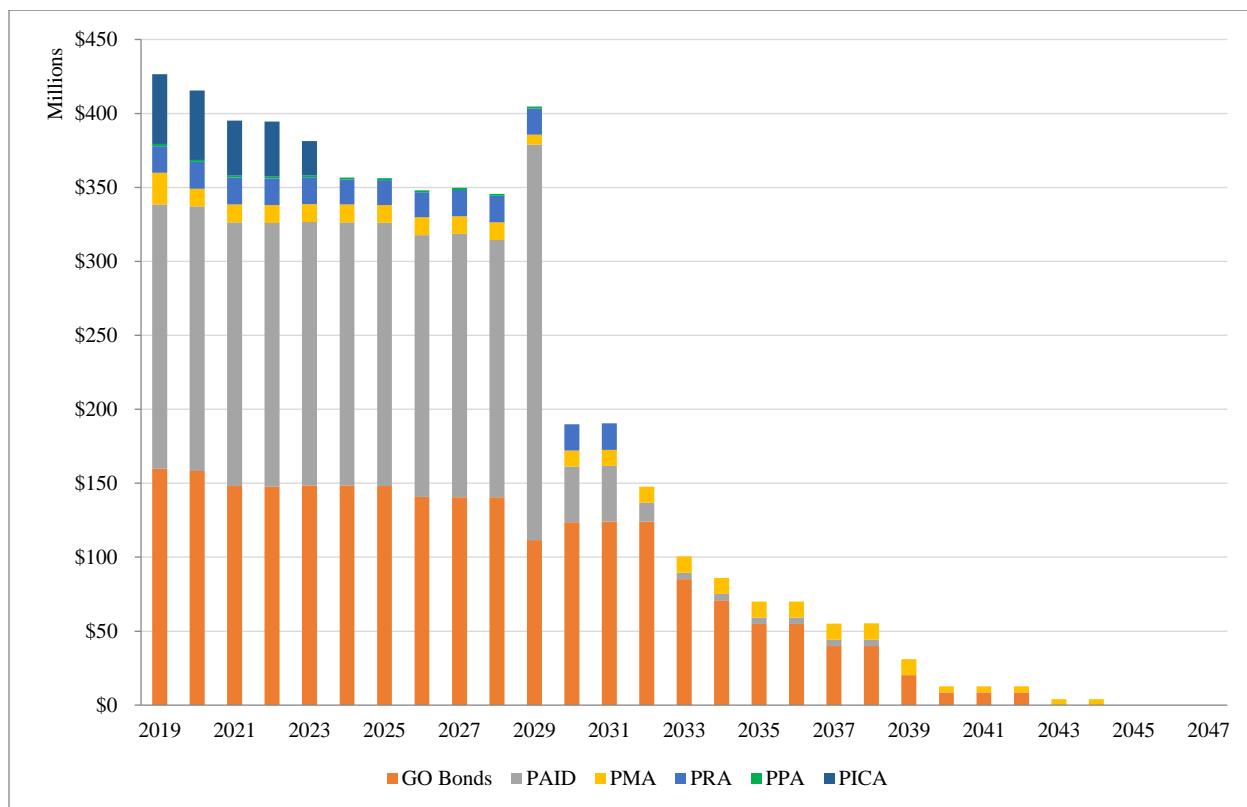
<b>Bonded Debt - City of Philadelphia and Component Units (June 30, 2017)</b>	
(\$ Thousands)	
<b>General Obligation and PICA Bonds</b>	
General Obligation (GO) Bonds	\$1,680,545
PA Intergovernmental Cooperation Authority (PICA)	\$213,945
Subtotal: GO and PICA bonds	<u>\$1,894,490</u>
<b>Other Long-Term Debt-Related Obligations</b>	
<b>Philadelphia Municipal Authority (PMA)</b>	
Criminal Justice Center	\$33,100
Juvenile Justice Center	\$87,325
Public Safety Campus	\$65,155
Fleet Management Equipment Lease	\$4,429
Energy Conservation	\$9,915
Subtotal: PMA	<u>\$199,924</u>
<b>Philadelphia Authority for Industrial Development (PAID)</b>	
Pension Bonds	\$462,822
Pension fixed rate bonds	\$761,655
Stadiums	\$262,830
Library	\$5,570
Cultural and Commercial Corridor	\$89,205
One Parkway	\$32,165
Philadelphia School District <sup>30</sup>	\$29,105
Subtotal: PAID	<u>\$1,643,352</u>
<b>Philadelphia Parking Authority (PPA)</b>	
<b>Philadelphia Redevelopment Authority (PRA)</b>	
Subtotal: PPA and PRA	<u>\$186,330</u>
<b>Revenue Bonds</b>	
Water Fund	\$1,996,853
Aviation Fund	\$1,186465
Gas Works	\$834,850
Subtotal: Revenue bonds	<u>\$4,018,168</u>
<b>Grand Total    \$7,942,264</b>	

<sup>30</sup> Financing undertaken by the City through PAID for the benefit of the Philadelphia School District; does not represent debt of the Philadelphia School District.

At the end of FY17, the City had \$7.942 billion in long-term debt outstanding, including \$1.681 billion in outstanding General Obligation Bonds, \$214 million in PICA bonds, \$1.643 billion in other long-term debt-related obligations, and \$4.018 billion in Revenue bonds.<sup>31</sup> Of the total balance of City tax-supported General Obligation bonds issued and outstanding on July 30, 2017, approximately 26% is scheduled to mature within five fiscal years, and approximately 54% is scheduled to mature within ten fiscal years. Ninety-four percent is fixed-rate debt and six percent, or \$100 million, is hedged variable-rate debt, meaning that interest rates could fluctuate over time. Approximately \$2.4 million over five years has been budgeted to account for interest rate and/or basis risk associated with this variable-rate debt. The City's debt policy states that principal amortization should be generally structured to reach a target of 50% of all outstanding principal scheduled to be repaid within 10 years. Also, the target maximum of variable rate debt is 35%.

The following chart and table show a summary of all General Fund debt due by year for General Obligation (GO) Bonds, PAID, PMA, PRA, Philadelphia Parking Authority (PPA), and PICA. This debt service schedule below includes debt service managed by the Sinking Fund Commission.

### Annual Debt Service<sup>1</sup>



<sup>1</sup>Annual debt service due each year includes principal and interest payments.

<sup>31</sup> In Fiscal Year 1992, the PICA Act authorized the City to impose a tax for the sole and exclusive purposes of PICA. The PICA Act authorizes PICA to pledge the PICA Tax to secure its bonds and prohibits the Commonwealth and the City from repealing the PICA Tax or reducing its rate while any PICA bonds are outstanding. PICA has previously issued 11 series of bonds. The proceeds of the previous series of bonds issued by PICA were used (a) to make grants to the City to fund its General Fund deficits, to fund the costs of certain City capital projects, to provide other financial assistance to the City to enhance operational productivity, and to defease certain City General Obligation bonds, (b) to refund other PICA bonds, and (c) to pay costs of issuance. PICA no longer has the authority to issue bonds for new money purposes, but may refund bonds previously issued that remain outstanding. As of the close of business on June 30, 2017, the principal amount of PICA bonds outstanding was \$213,945,000.

Year	GO Bonds	PAID	PMA	PRA	PPA	PICA	Total Principal and Interest Due
2019	\$159,838,364	\$178,624,201	\$21,370,742	\$18,106,750	\$1,337,263	\$47,152,100	\$426,429,419
2020	\$158,364,106	\$178,723,434	\$11,969,192	\$18,107,750	\$1,337,800	\$46,944,100	\$415,446,382
2021	\$148,123,484	\$178,331,264	\$12,041,385	\$18,104,250	\$1,336,288	\$37,319,600	\$395,256,271
2022	\$147,764,321	\$178,138,221	\$12,048,729	\$18,110,250	\$1,337,725	\$37,179,750	\$394,578,996
2023	\$148,643,096	\$178,043,210	\$12,037,302	\$18,109,000	\$1,336,856	\$23,076,000	\$381,245,464
2024	\$148,461,862	\$177,958,152	\$12,036,978	\$16,864,500	\$1,333,681	\$0	\$356,655,173
2025	\$148,217,253	\$177,859,742	\$12,042,719	\$16,867,500	\$1,333,200	\$0	\$356,320,413
2026	\$140,743,956	\$176,948,312	\$12,041,130	\$16,867,250	\$1,333,863	\$0	\$347,934,510
2027	\$140,449,790	\$178,033,842	\$12,043,997	\$17,797,500	\$1,336,638	\$0	\$349,661,767
2028	\$140,614,148	\$173,818,014	\$12,035,408	\$17,795,250	\$1,336,263	\$0	\$345,599,082
2029	\$111,534,478	\$267,434,641	\$6,697,738	\$17,793,250	\$1,257,738	\$0	\$404,717,844
2030	\$123,603,068	\$37,693,189	\$10,864,981	\$17,799,750	\$0	\$0	\$189,960,988
2031	\$124,200,780	\$37,572,478	\$10,868,231	\$17,797,500	\$0	\$0	\$190,438,989
2032	\$124,114,782	\$12,739,500	\$10,867,031	\$0	\$0	\$0	\$147,721,313
2033	\$85,267,806	\$4,304,250	\$10,871,281	\$0	\$0	\$0	\$100,443,338
2034	\$70,931,969	\$4,306,500	\$10,864,981	\$0	\$0	\$0	\$86,103,450
2035	\$54,827,938	\$4,305,125	\$10,867,931	\$0	\$0	\$0	\$70,000,994
2036	\$54,819,700	\$4,304,750	\$10,865,556	\$0	\$0	\$0	\$69,990,006
2037	\$39,954,200	\$4,304,875	\$10,865,394	\$0	\$0	\$0	\$55,124,469
2038	\$40,039,825	\$4,305,000	\$10,866,488	\$0	\$0	\$0	\$55,211,313
2039	\$20,211,225	\$0	\$10,869,075	\$0	\$0	\$0	\$31,080,300
2040	\$8,539,500	\$0	\$4,075,638	\$0	\$0	\$0	\$12,615,138
2041	\$8,539,875	\$0	\$4,074,963	\$0	\$0	\$0	\$12,614,838
2042	\$8,543,375	\$0	\$4,073,338	\$0	\$0	\$0	\$12,616,713
2043	\$0	\$0	\$4,075,550	\$0	\$0	\$0	\$4,075,550
2044	\$0	\$0	\$4,076,175	\$0	\$0	\$0	\$4,076,175

# AGENCY OUTLOOK

# ART MUSEUM

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## MISSION

The Philadelphia Museum of Art (PMA) – in partnership with the city, the region, and art museums around the globe – seeks to preserve, enhance, interpret, and extend the reach of its great collections in particular, and the visual arts in general, to an increasing and increasingly diverse audience as a source of delight, illumination, and lifelong learning.

## ACCOMPLISHMENTS

Education Programs: In early calendar year 2017, the Museum broke ground on the next phase of its Facilities Master Plan, the Core Project. The Core Project is the first major interior renovation of the landmark main building since it opened in 1928. As part of the Core Project, the Museum will address the building's critical infrastructure needs by replacing and upgrading building systems and will improve the visitor experience by renovating and reopening historic public spaces and increasing accessibility and rationalizing circulation around the building. The scope of work includes removing the auditorium, adding about 23,000 square feet of new gallery space and a total of 67,000 square feet of new public space.



*Rendering of North Entrance.*

Due to spatial restrictions related to construction, the Museum had to limit the number of students that it could accommodate during the year. However, despite challenges, the PMA remains committed to offering a robust educational program throughout the construction period. As part of this commitment, the PMA has prioritized visits for Philadelphia public school students and has reinvigorated longstanding programs, while also developing new and exciting ones.

This fall, the Museum piloted *Sherlock*, a new multi-visit program that is being created in partnership with School District of Philadelphia teachers. *Sherlock* is modeled after the successful partnership with Penn Medical students, and has garnered significant praise and media attention. The program aims to encourage students' development of critical and creative thinking and communication and collaboration skills. This is accomplished through investigation and discussion of artwork at the Museum and in classrooms over the course of eight lessons for fifth- and sixth-grade students. Two lessons take place in the classroom and six lessons take place in the Museum's galleries. All participating classes have free admission and free buses. There are currently 10 classrooms (over 200 students) participating in the program and the PMA anticipates expanding to 12 classrooms in FY19.

In addition to launching *Sherlock*, the Museum has also revamped its signature *Art Speaks* program, which helps fourth-grade students in Philadelphia public schools practice literacy skills while exploring art. Initially funded through a federal Institute of Museum and Library Services (IMLS) leadership grant to five Philadelphia museums, beginning this year, PMA will be the only museum to offer the program. Classes that participate in *Art Speaks* receive a free museum visit, a free pre-visit to their classroom, free

transportation by bus and free teaching resources. In the fall of 2017, all of the *Art Speaks* materials were revised and reprinted with input from the School District of Philadelphia's Office of Curriculum. The new materials now have 20 art reproductions and accompanying writing and discussion prompts for teachers to use with their students to support literacy throughout the year.

The Museum also remains committed to its out-of-school time offerings. The PMA continues to offer programs such as the Delphi Art Club, children's art classes, Sketch Club, summer teen media program and more. Additionally, summer 2017 marked the fifth year of the Museum's popular family program, *Art Splash*. *Art Splash* uses creative play to help adults and children learn together. In its fifth year, *Art Splash* continues to be one of the museum's most popular programs for families, with 87% of visitors to the program rating their experience as excellent or superior. Notably, the majority (70%) of *Art Splash* visitors are local to either Philadelphia or the surrounding region, and the majority (66%) are non-members. Over the course of two

months in the summer of 2017, PMA welcomed more than 43,000 visitors to the *Art Splash* studio, making this the most well-attended year of *Art Splash* to date. Attendance during the preceding summer was just under 33,000.

Another highlight of 2017 was the invitation to join a small and distinguished cohort of museums around the country that have participated in the Mellon Foundation Undergraduate Curatorial Fellowship Program, which provides specialized training in the curatorial field for students from nontraditional backgrounds. In 2015, the Foundation released a report highlighting the lack of diversity in museum staffing, especially at the curatorial level. This program seeks to address that issue by creating opportunities for students from nontraditional backgrounds to enter the field. The Mellon program is the PMA's fourth program that seeks to address the lack of diversity in museum staffing, by creating opportunities and removing barriers for diverse students to enter the field. Other programs include the Teen Ambassador Group for high school students, stipends for students from nontraditional backgrounds to participate in what is otherwise an unpaid summer internship and the Constance E. Clayton fellowship, a paid graduate-level fellowship. The Museum continues to consider programs and policies to increase diversity in museum staffing.

**Exhibition Program and Attendance:** While the Museum undergoes a dramatic physical transformation, the exhibition program remains strong and attendance is higher than anticipated. In FY17, the Museum welcomed 793,006 visitors, which surpassed the Museum's attendance goal by 17% and marked the second-highest attendance in the last seven years. Additionally, according to internal PMA attendee survey data, the demographics of the museum's visitors were younger and more diverse than ever before. The median age for visitors is now 36, and on *Pay What You Wish Wednesdays*, the median age is 31, which is about twenty years younger than a decade ago. The Museum is also welcoming a more diverse group of visitors, with nearly 30% of visitors identifying as non-white, compared to 19% a decade ago. Additionally, through admission policies such as *Pay What You Wish* admission on Wednesday evenings and first



Celebration at the Art Museum following the 2018 Superbowl.

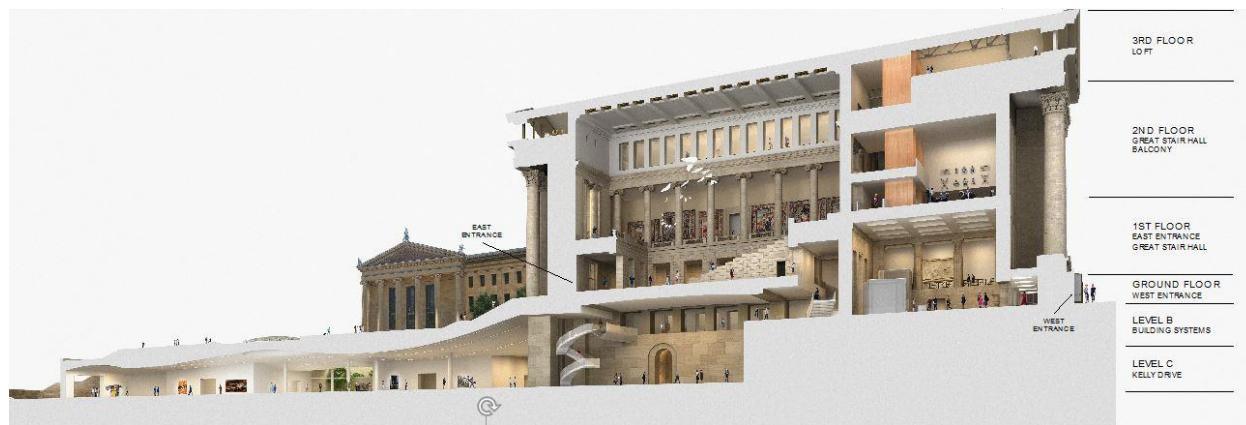
Sundays, and \$2 admission for anyone with a PA ACCESS card, the PMA is more accessible to some of the city's most underserved communities.

The 2017 special exhibition program began with the critically-acclaimed *American Watercolors* exhibition which welcomed more than 86,000 attendees. FY18 kicked off with the record-breaking *Michael Nichols: WILD*, which was the highest-attended non-ticketed exhibition the Museum has hosted since it began tracking in 2003. Nearly 146,000 visitors attended the exhibition during its eleven-week run; this was more than double the attendance goal.

In 2017, the PMA featured *Philadelphia Assembled*, a first-of-its-kind exhibition at PMA. The exhibition joined arts and civic engagement to tell a story of active resistance and radical community-building in Philadelphia. What started in 2013 as conversations and gatherings amongst some of Philadelphia's most talented and engaged artists, activists and community leaders, manifested into programs, meals and installations throughout Philadelphia in the spring of 2017. In the fall of 2017, these works and ideas transformed the Museum's Perelman Building into a civic stage. This was a transformational project that invited everyday Philadelphians to join with the Museum to tell the story of contemporary Philadelphia.

The Museum rounded out the calendar year with *Old Masters Now: Celebrating the Johnson Collection*, an exhibition that marks the centennial of the death of Philadelphia attorney, John G. Johnson, who gifted his astonishing trove of European art to the city of Philadelphia. The PMA will round out FY18 with *Modern Times: American Art*, a look at early twentieth century American art that was shaped by social, artistic and technological change.

**A Year of Celebration:** This past year was a year of centennial celebrations. From the Benjamin Franklin Parkway, to the Museum's famed Japanese Teahouse, to the Marcel Duchamp Fountain scandal and the deaths of August Rodin and John G. Johnson, who gifted more than 1,300 works of art to the Philadelphia, there was much to commemorate and celebrate for its impact on Philadelphia. The largest of these celebrations was the Parkway centennial, led by the Parkway Council. Parkway 100 is a 14-month celebration that began in early September 2017 and will run until November 2018.



Rendering of the Museum's six floors. The scope of work of the Core Project will take place on Levels A, B and C. Level C has been closed to the public for decades and will be reopened as part of the Core Project. Level B houses the Museum's systems.

**Construction:** This past year was also a milestone year for the Museum as it broke ground on the next and most complicated phase of its Facilities Master Plan, the Core Project. The Core Project is the first major interior renovation of the landmark main building since it opened in 1928. The first year of construction was largely demolition work on Levels A, B and C. Highlights of the first year of construction include the demolition of the former auditorium to make room for the future Forum space, and the demolition of the former Honickman Berman special exhibition galleries, the old Project Room and school cafeteria to make room for new American and Contemporary art galleries. To maintain Museum functions during the construction, high-end trailers were installed on the South Terrace, to serve as office and meeting space,

and the student lunch room, and former storage space was turned into staff offices. Additionally, the Museum constructed and opened a temporary 164-person auditorium in the Perelman Building.

Additionally, after receiving funding for the project, the Museum added new food and dining services to the Core Project's scope of work. The new cafeteria and upscale restaurant will be the first phase of work to open to the public in the fall of 2018.

In addition to the Core Project, the Museum is collaborating with the City and the Philadelphia Energy Authority to significantly reduce the Museum's energy consumption as part of the City's Municipal Energy Plan. The final scope of work for the project is still being determined.

## PLANS FOR FISCAL YEARS 2019-2023



*Rendering of Vaulted Walkway.*

Construction on the Museum's Core Project is scheduled to conclude by the end of the second quarter of 2020. As part of the Core Project, the Museum will address the building's critical infrastructure needs by replacing and upgrading systems with new technology that will reduce energy costs, make necessary fire and life safety investments, and ensure the historic building is in compliance with safety codes. For FY19, \$5.0 million in capital funds is recommended, and \$28.5 million is recommended over the six-year FY19-24 Program, continuing the commitment made in FY18.

In addition to the systems work, the Core Project will substantially transform the visitor

experience by renovating and reopening historic public spaces that have been closed to the public for decades, including the Kelly Drive entrance and Vaulted Walkway, by increasing accessibility and rationalizing circulation within the building. The Museum will also become more accessible by adding much-needed ADA-compliant restrooms and permanent ADA-compliant ramps at the West Entrance for the first time in the Museum's history. Additionally, the Museum will transform current spaces on Level A into gallery space for the display of the Museum's vast American and Contemporary art collections.

Once the project is complete, the Museum will be a more welcoming, more navigable institution that is better equipped to engage the 21<sup>st</sup>-century visitor. School bus drop-off will be moved from the West Entrance to the Kelly Drive Entrance. This will make class trips more efficient by getting the students off the bus and up into the galleries more quickly. Visitors entering from the West and East Entrances will be better able to orient themselves and find the galleries. By improving and enhancing how the visitor experiences the building and expanding and renovating important gallery space, the Museum will increase its capacity to host more exhibitions. This will significantly increase the Museum's attendance numbers.

Over the next two and a half years, there will be a wave of re-openings and closures of public spaces. The new dining services are anticipated to open in the fall of 2018. The new Kelly Drive entrance and the Vaulted Walkway are expected to open in early 2019, and will allow the Museum to close the West Entrance for improvements. The West Entrance will reopen a year later in the second quarter of 2020, followed by the new American and Contemporary galleries a few months later to allow time for the works of art to be installed.

With the addition of 90,000 square feet of recaptured public space, including an additional 23,000 square feet of new gallery space for American and Contemporary art, the Museum will have the capacity to welcome more visitors, including school students, on an annual basis. To that end, the Museum has set an

annual attendance goal of one million visitors by 2020. Additionally, with the added space, including designated classroom across from the Vaulted Walkway, the additional bathrooms and a more efficient way of moving students around the museum, the PMA anticipates being able to double the number of students that it can accommodate through school programs, resulting in approximately 120,000 students annually.

In addition to the Core Project, the Museum is also moving forward with a long overdue restoration of the Chinese galleries. Similar to the restoration of the South Asian galleries in 2016, the Chinese gallery restoration will include cleaning up the walls, renewing windows, and installing new floors, lighting and cases. The galleries are expected to close in winter 2018 and reopen in the late winter of 2019.

FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of student visits in school programs <sup>1</sup>	58,554	12,549	55,000	41,000
Number of student visits from Philadelphia District-Operated and Charter Schools <sup>2</sup>	28,456	3,814	20,400	20,000
Number of visits by students participating in the Museum's out-of-school programs	3,392	2,696	3,900	3,300
Attendance <sup>3</sup>	793,006	383,026	625,132	631,913

<sup>1</sup> PMA anticipates being able to bring up its numbers in FY18 as they learn how to work around construction. However, in FY19 (beginning in January 2019) they will begin bringing students into the museum through the new C level entrance and they anticipate needing to pull back on classes to figure out how to have buses load and unload students at the new entrance and how to bring in students in the new spaces.

<sup>2</sup> Although PMA anticipates lower overall student attendance during the years of construction, PMA has prioritized maintaining broad access of the Museum and its resources to School District of Philadelphia students, as a demonstration of the Museum's strong commitment to and partnership with the School District of Philadelphia and City of Philadelphia.

<sup>3</sup> Attendance expected to be lower in FY18 due to Core Project construction activities.

# ARTS, CULTURE AND THE CREATIVE ECONOMY

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## MISSION

The Office of Arts, Culture and the Creative Economy (OACCE) supports Philadelphia's arts, culture and creative industries through partnership, promotion, and education. OACCE partners with for-profit and nonprofit organizations and City offices and agencies to ensure culture and creativity are essential components of the City's strategies for revitalizing and engaging communities, improving educational outcomes, and spurring economic development; promotes quality resources and programming in the city's neighborhoods; and closes the gap in access to quality arts experiences.

## ACCOMPLISHMENTS

Each of OACCE's activities and initiatives is implemented to accomplish the following:

- Connect Philadelphia children, youth, and adults to enriching, arts-infused experiences.
- Close the gap in access to quality arts education, creative opportunities, and cultural experiences.
- Preserve the City's arts assets.

Over the past year, OACCE has championed arts and creativity as tools to activate and strengthen Philadelphia's communities by working with City offices and local arts organizations to deliver high-quality, accessible cultural experiences and opportunities to the city's neighborhoods. The Office has supported close to 900 artists and worked with more than 170 partners, including City departments, arts organizations, and community groups. OACCE organizes its activities into four categories: Arts Education and Capacity-Building, Arts in Public and Civic Spaces, Arts in Action, and Administration. Highlights of OACCE's FY17 and early FY18 accomplishments for each activity area are outlined below.



2017 Arts Education Fair at the Kimmel Center for the Performing Arts.

Arts Education and Capacity-Building: In August 2017, OACCE partnered with the Kimmel Center and the Greater Philadelphia Cultural Alliance to hold its second annual *Arts Education Fair*. The Fair connects arts education programs and organizations to local schools, libraries, recreation centers, and older adult centers. Ninety arts organizations, groups, and teaching artists registered to exhibit their programs, initiatives, and workshops, marking a 70% increase in the number of registrants at the first Fair. Through coordination with the School District of Philadelphia, OACCE more than doubled the number of teachers in attendance as compared to the number from the prior year.

In June 2017, OACCE hosted the inaugural *Philly Youth Theatre Festival*. This Festival, a brainchild of Mayor Kenney, was a regional theater competition in which 75 high school students competed for cash prizes by performing comedic, dramatic, and musical scenes and monologues. OACCE also continued to support students who expressed an interest in creative industries careers over the past year. In March 2017, OACCE covered the costs of transporting two buses of students to Fresh Artist's Cool Jobs Fair so students

could meet employed creatives and learn how to follow similar career paths. OACCE will connect seventh-graders in local Community Schools to this same opportunity in FY18.

**Arts in Public and Civic Spaces:** OACCE is the steward of the City of Philadelphia's public art collection, the largest and oldest municipal public art collection in the country. The Office initiated 20 conservation projects in FY17 and has initiated six to date in FY18. Recent projects include conservation of the William Penn statue atop City Hall, restoration of the Pegasus (Calliope and Eratos) sculpture in Fairmount Park, and restoration of the LOVE statue. Conservation of William Penn was completed in September 2017, and Pegasus and LOVE were completed at the end of calendar year 2017. LOVE was installed in February 2018 and Pegasus will be installed before the close of FY18.



2017 Make Art Philly in City Hall Courtyard.

In response to public conversation around the Frank L. Rizzo statue and its location on Paine Plaza in front of the Municipal Services Building, OACCE led the collection of the public's nearly 4,000 ideas for the statue's future. Once a new site has been determined, along with the resources and a timeline for the move, the City plans to submit a proposal to the Art Commission that simultaneously requests removal and relocation approval.

The City's *Percent for Art Program*, which is mandated by City Ordinance, requires that up to one percent of the City's capital construction project budget be expended on site-specific public art. OACCE administers a competitive process and manages implementation of this program throughout the city's neighborhoods, public buildings, parks, and civic spaces. To date in FY18, OACCE has initiated three of these projects, and 75% of the artists on active commissions for these projects are women or minorities. In November, as part of the Free Library's 21<sup>st</sup> Century Libraries initiative, the recommissioned *Read: A Pathway to Hope* indoor mural in Logan Library was opened to the public.



Art in City Hall's Photo-tale of Two Cities—Philadelphia and Tianjin Sister Cities Photography Exhibition installed on the fifth floor of City Hall.

OACCE's *Art in City Hall* initiative, which establishes a presence for the visual arts in City Hall, also continued over the last year. The initiative showcases juried exhibits from emerging and professional artists, artistic and cultural institutions, and schools and community organizations. In the first half of FY18, 12 exhibits highlighted the work of 69 community organizations, featured works from nearly 900 student artists, and supported 258 artists of all skill levels to celebrate the

importance of the arts to express community voices.

OACCE also led the City in celebrating the craft and maker communities' importance to the city's creative industry by proclaiming November as CraftMONTH to kick off CraftNOW Philadelphia 2017. Launched in 2015, CraftNOW corresponds with the Philadelphia Museum of Art Contemporary Craft Show to

showcase the city's craft community. CraftMONTH was a culmination of hard work from a consortium of individuals, galleries, museums, universities, retailers and civic organizations including OACCE, the Philadelphia Museum of Art, Tyler School of Art, The Clay Studio, and Old City District. OACCE presented one of the dozens of exhibitions, *Crafting Contexts*: a juried exhibit of 27 artists from the Philadelphia region whose works explore the intersections of traditional craft and fine art.

**Arts in Action:** Arts in Action activities provide accessible, neighborhood-based experiential programming year-round and help artists, groups, and organizations share their work with new audiences across the city. Programming includes *Performances in Public Spaces*, *Culture in Neighborhoods*, and *Culture on Tap* activities. In FY17, OACCE presented 55 free performances and arts activities – from Cambodian dance in Mifflin Square, to tap lessons at Shepard Recreation Center, to a jazz quartet on the porch of the Ryerrs Museum in Burholme Park – to celebrate the diverse cultures and talented artists that call this city home.

*Performances in Public Spaces* supports individual artists, collectives, and arts organization in presenting free, quality performances in outdoor neighborhood spaces across Philadelphia in June through October. In FY18, OACCE began its 2017 season of free neighborhood programming with a kick-off during Wawa Welcome America with 10 performances in as many neighborhoods. Since the start of the Fiscal Year, OACCE has been able to support over 30 performances in public spaces.

The *Culture on Tap* performance series presents musical artists from range of genres with food trucks and the Parks on Tap mobile beer garden in the City Hall Courtyard. New for FY18, OACCE leveraged these weekly performances as an opportunity for organizations to promote a new or existing program or initiative.



2017 Benny Golson Awardee Jon Batiste with Mayor Kenney at the 2017 Philly Celebrates Jazz Kickoff

*Culture in Neighborhoods* activates City assets, such as recreation centers, libraries, older adult centers, and Community Schools, to promote community connectivity and close the gap in access to quality art and cultural experiences. A Community Arts Program Coordinator was hired this fiscal year to establish a system for matching the cultural activity needs of these facilities with quality cultural experiences. OACCE piloted *Culture in Neighborhoods* in FY17 for Jazz Appreciation Month and presented 18 events for more than 600 people. In FY18, OACCE will work towards implementing *Culture in Neighborhoods* as a year-round initiative.

OACCE also issued a Call for Creative Spaces and Talent in FY18, targeting artists, performers, and owners of creative spaces to participate in the Arts in Action initiatives. This Call introduces OACCE to distinct spaces throughout the city's neighborhoods that are open to the public and can host arts and cultural activities, which allows for an expansion in the breadth of artists and locations. Three months since its launch, OACCE has received responses from 75 artists (92% of whom are new) and 66 spaces (85% of which are new).

**Administration:** As part of OACCE's mission to ensure as many Philadelphians as possible have equitable access to arts and culture, the Office launched its *Arts Access Calendar* in FY17, a comprehensive calendar of free cultural activities. The calendar has become a resource for an estimated 460 visitors daily and an average of 1,200 free activities at any given time that can be searched by day, program, or discipline.

Additionally, in FY17, efforts to expand OACCE's online presence grew in conjunction with the Mayor's Communications Office. This included the creation of a "Free This Week" e-mail, offering two free cultural activities for the coming week and a link to the *Arts Access Calendar*. In the first half of FY18, OACCE has had over 11,000 social media engagements from its followers, *CreativePHL.org* received nearly 30,000 page views (over 3,000 more than the first half of FY17), the quarterly arts newsletter was sent to a mailing

list of over 20,000 subscribers (more than double its circulation in the prior year), and had an open rate of 35% (an increase of 10 percentage points from the prior year).

## PLANS FOR FISCAL YEARS 2019-2023

OACCE will continue to celebrate and support the city's artists and create accessible opportunities for children and adults to participate in meaningful, arts-infused programs and experiences in their neighborhoods. The Office will also continue to partner with City offices and agencies to incorporate arts and cultural programming into their activities to engage communities around opportunities for creativity, and to increase Philadelphians' access to quality arts and cultural experiences. Specifically, OACCE plans the following for FY19:

- Provide neighborhood-based arts and culture programming year-round: OACCE will continue to work in partnership with Philadelphia Parks and Recreation (PPR), the Free Library (FLP), and Community Schools to engage and empower residents around community-driven arts programming in their neighborhoods. OACCE plans to expand *Culture in Neighborhoods* into a year-round initiative.
- Strengthen OACCE as an arts resource: The Call for Creative Talent will generate a comprehensive list of artists, performers, and arts organizations serving Philadelphia's neighborhoods. OACCE's goal for FY19 is to increase the breadth of artists and neighborhood spaces in OACCE's activities.
- Promote solutions to the issue of equity in the local arts ecosystem: OACCE began to engage the creative community in discussions around access and equity in the arts in FY18. To continue this work, OACCE will organize additional meet-ups with the cultural community to facilitate learning and share best practices and real-life examples of how to make changes for more equitable organizations, funding, and other resources.
- Lead the integration of arts and culture in Rebuild: OACCE, in collaboration and coordination with PPR and FLP, will continue to support arts and cultural programming that engages and revitalizes communities in conjunction with Rebuild.

FY19 Strategic Goals				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of performances <sup>1</sup>	55	36	60	60
Number of students engaged <sup>2</sup>	1,622	881	2,000	2,000
Number of artists supported <sup>3</sup>	846	554	500	500
Attendance to OACCE's activities <sup>4</sup>	109,000	106,361	150,000	150,000
Social media engagement <sup>5</sup>	N/A	11,114	20,000	20,000

<sup>1</sup> This is an unweighted count of performances.

<sup>2</sup> This is an unweighted count of students.

<sup>3</sup> This is an unweighted count of artists supported (the number of artists with whom OACCE works and whom OACCE hires). FY18 and FY19 targets are down from the FY17 actual due both to type of exhibitions (fewer artists) and extended duration of exhibitions. Because exhibitions are displayed for longer periods, fewer exhibitions overall are shown, and fewer artists are included in aggregate.

<sup>4</sup> This is an estimated attendance count. OACCE attends many events to conduct counts. Performers also provide attendance numbers, and the Gallery has a counter on its door. OACCE also uses a formula to track visitors to non-gallery displays.

<sup>5</sup> This is a new measure for FY18, so FY17 data is not available. This is a combination of Twitter and Facebook engagement and reflects digital public engagement. Social Media Engagement is the sum of comments/mentions and likes per post on Facebook and Twitter.

# AVIATION

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## MISSION

Proudly Connecting Philadelphia with the World! The Division of Aviation (the Division) is comprised of the Philadelphia International Airport (PHL) and the Northeast Philadelphia Airport (PNE) (PHL and PNE, collectively “the Airport”). The Division is a self-sustaining entity operating without the use of local tax dollars. In its endeavor to be a world class global gateway of choice for the city and the region, the Division partners with its stakeholders to provide guests a safe, secure, clean, modern, and convenient air travel experience. In addition to helping people get to where they need to go, travelers through the Division’s gateway have opportunities to experience a wide variety of products and services that in many cases are distinctly and uniquely Philadelphian.

## ACCOMPLISHMENTS

Energy Efficiency: The Airport’s energy component of its sustainability action plan has a short-term goal of improving energy efficiency by 10% and increasing the use of renewables by 5% by 2020; however, the Airport’s short- and long-term goals are being reevaluated under Phase II of the Airport’s Energy and Emissions Reduction Strategy and will be closely aligned with the City of Philadelphia’s Municipal Energy Plan. As part of Phase I of the Energy and Emissions Reduction Strategy, a baseline assessment of energy use, was completed in the fall of 2017. Phase I will be completed in early 2018 and Phase II, which includes tenant and stakeholder surveys and collaboration, will begin in spring 2018. To date, a variety of initiatives, including light-emitting diode (LED) light fixture installations and heating, ventilating, and air conditioning (HVAC) equipment replacements, are generating approximately \$850,000 in annual energy savings to the Airport. The reduced maintenance requirements of the fixtures and equipment is accretive financially while being less disruptive to Airport customers.



*The Philadelphia-inspired Germantown Biergarten and LOVE Grille are two of fifteen technology-driven gate lounges in Terminal B.*

Terminal B Renovation: In October 2017, PHL, American Airlines, PHL’s master concessionaire developer, and an award-winning hospitality group held the grand opening for the first phase of PHL’s remake of Terminal B. The \$48 million investment is transforming the terminal into a modern space that includes everything from new and improved technology offerings, to local chef-driven restaurant concepts, to an immersive, free-flowing area filled with a range of shopping and dining options.

The hospitality group worked with renowned architects and designers to transform the physical interior of Terminal B into a world-class setting that combines comfort with beautiful spaces. The Terminal B facility has also been modernized with the introduction of 15 tech-driven Gate Lounges that allow guests to order food, drinks and amenities from the comfort of their gate. Now, travelers waiting for a flight can access more than 1,000 tablets positioned throughout restaurants and gate lounges. Tablets allow guests to track

their flight, browse the web, play games, and order food and amenities from intuitive visual menus, all delivered directly to their seat. Customers also have access to more than 2,000 power and Universal Serial Bus (USB) ports with the redesigned terminal seating. New retail and restaurant concepts have already begun to open. The markets feature locally sourced and inspired items from small businesses throughout Philadelphia and the surrounding area. Menus at all price points will emphasize fresh, locally-sourced ingredients and will highlight regional and local dining experiences.

**Airport Clubs and Lounges:** In August 2017, PHL opened a Centurion Lounge in Terminal A-West. The new 6,300-square-foot lounge is one of eight in the world and offers amenities such as a complimentary premium bar and food menu inspired and designed by award-winning local chef, Michael Solomonov, floor-to-ceiling windows with expansive internal and external views, a private shower suite, and noise-buffering workspaces. With the addition of the Centurion Lounge, PHL hosts a total of nine clubs and lounges. PHL has also designated a total of 5,110 square feet of space between Terminals D and E that will be used for a joint United Service Organizations (USO) hospitality (4,500 square feet) and Bereavement (640 square feet) area. Construction is currently underway.

**Air Service Offerings:** PHL continues efforts to satisfy customers by working with existing and new airline partners to expand air service offerings, including new air service destinations. Scheduled departing seats to international destinations are expected to increase 2.8% in FY18 as American Airlines plans to resume daily service to Zurich, Switzerland (ZRH) in March 2018 and launch seasonal service to Budapest, Hungary (BUD) and Prague, Czech Republic (PRG) in May 2018. Additionally, in October 2017, PHL announced that Aer Lingus will begin non-stop flights between Philadelphia and Dublin (DUB) starting in March 2018. The Irish carrier will become the sixth foreign flag airline at PHL and the second to arrive in Philadelphia in the past year. Icelandair began service in May 2017 between PHL and Reykjavik.

**Capital Improvements:** The Airport's Capital Development Program (CDP) is the airport's 5-10 year, \$2.0 billion airline-approved initiative to continue critical improvements and develop new infrastructure at both PHL and PNE. The CDP will strengthen the Airport's \$15.4 billion annual regional economic impact. The primary focus of the CDP is for terminal development and rehabilitation, airfield improvements and pavement rehabilitation, apron improvements, land acquisition, ground transportation projects, security and information technology enhancements, support facilities, and improvements at the Northeast Airport. The airfield and terminal projects will improve the customer experience, lay the groundwork for future development and capitalize on the role that the Airport plays as a regional economic engine.

Recently completed projects include modernization of the Airport's deicing facility, rehabilitation of the Taxiway K and E intersection near Runway 27R, replacement of approach lights at the runway 9R pier, rehabilitation of the safety area between the terminal building and the aircraft aprons, replacement of loading bridges across the terminals, upgrades to the security Access Control System across the facilities, replacement of obsolete light fixtures to energy efficient LED lights, upgrades to the PNE substation, and ongoing major upgrades to concession facilities as well as the purchase of fire-fighting vehicles.

**Community Engagement:** In 2017, PHL established a framework for a Stakeholder and Community Relations/Diversity and Inclusion Committee. The goals of the committee are to improve the representation of minorities, women and disabled individuals at all levels within the Division of Aviation and the local airport community by adopting a generational approach to attract talent; to establish and support engagement strategies in programs and other activities by developing meaningful and distinctive experiences and opportunities that are of direct relevance to the community; and to ensure that diversity and inclusion initiatives, actions, and results are transparent to all key stakeholders.



*New hires through the City as Model Employer Initiative.*

Through the Stakeholder and Community Relations/Diversity and Inclusion Committee established goals, new relationships between PHL and the School District of Philadelphia have been created. These relationships are fostering ideas for future development of joint community engagement programs that can be adopted by the schools, as well as finding the best ways to build partnerships with schools and throughout the region.

**Diversity and Inclusion:** In October 2017, PHL hosted its annual Business Opportunity Forum, where it unveiled anticipated projects of the new CDP to nearly 500 attendees.

The Airport unveiled a new website that was created specifically for the CDP, which can be accessed at [www.cdp.phl.org](http://www.cdp.phl.org). The site will provide timely information on contracting opportunities, project updates, and more. The Forum provided a platform for participants to learn about upcoming design and construction opportunities related to the CDP and receive an overview of procurement requirements and responsibilities for the Airport. The Forum opened with a Networking Exchange Breakfast, connecting prime contractors and minority firms. The participants included representatives of large firms and small businesses, and Minority-, Women-, and Disabled-Owned Business Enterprises (M/W/DSBEs) interested in learning about opportunities available at the Airport. The event, which culminated the City's Minority Enterprise Development (MED) Week activities, included informative workshops and networking opportunities. Attendees also had the opportunity to become familiar with the Airport's job portal website, [www.phljobportal.org](http://www.phljobportal.org). The site is a resource for both employers needing to fill positions and individuals seeking employment with the Division of Aviation, Airport concessions, airlines, car rental companies, the Transportation Security Administration (TSA), and other federal agencies at the Airport.

In its efforts to develop a more inclusive workforce, PHL partnered with Project SEARCH, an internship program for individuals with intellectual and development disabilities who desire sustainable, competitive employment, in FY18. The program provides a combination of classroom instruction and relevant job-skills training through strategically designed internships which incorporate real-life work experience. Through the program, PHL has hired four employees, one each in the Warehouse, Human Resources, Administrative Services and Payroll Units, through this program. In addition, PHL hosts an annual job fair, which is one of the Airport's signature workforce development programs for recruiting qualified candidates from Philadelphia.

## PLANS FOR FISCAL YEARS 2019-2023

**Airport Master Plan:** In 2017, the Airport and the FAA agreed to close the Letter of Intent (LOI) the Federal Aviation Administration (FAA) had awarded in 2011. This will allow the Airport to focus FAA Entitlement and future Discretionary Grant funding on airfield improvements rather than projects associated with a new runway. The Airport Master Plan, which includes the new runway project, is still valid and the Airport intends to preserve the ability to construct the new runway and other projects when operational needs warrant it. The new runway project is being postponed, but it remains part of the airport's master plan with the FAA. This shift in capital priorities has resulted in the Airport implementing a revised capital plan that incorporates terminal, landside and cargo projects identified in the Master Plan in addition to near-term capital facility needs, including on-going rehabilitation and repair projects.

The CDP includes the following major improvements<sup>32</sup>:

- *Major terminal and landside improvements (approximately \$812.6 million):* updates to Terminals B/C ticketing, security checkpoints and checked baggage system renovations; planning and design for international gate expansion; loading bridge replacement and terminal systems rehabilitation and improvements; terminal interior and exterior renovations and improvements; roof replacement program; restroom renovation program; baggage handling system improvements ; terminal concession development and redevelopment; wetlands mitigation; and other terminal improvements, including a terminal refresh.
- *Major airfield improvements (approximately \$700.0 million):* 9R-27L Runway extension and taxiway work; construction of an air traffic control tower, which is contingent on partial federal funding; an airfield pavement program; deicing improvements; airfield security and access control; lighting and electrical improvements; and additional airfield and apron improvement and equipment.
- *Major security and information technology improvements (approximately \$67.2 million):* perimeter surveillance upgrades; badging system upgrades; design of automated unstaffed exited lanes expansion; Terminal B/C boarding bridge access control extension; additional security and perimeter gate improvements; and construction of redundant information technology support facilities to maintain business continuity.
- *Land Acquisition and Ground Transportation improvements (approximately \$400.5 million):* various property acquisitions adjacent to or nearby the Airport; and design and development of a consolidated rental car facility.
- *Northeast Airport improvement projects (approximately \$26.0 million):* runway and taxiway rehabilitation program; airfield lighting program; Runway Safety Area upgrades; airfield signage improvements; and administration building upgrades.

FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Enplaned passengers (million) <sup>1</sup>	14.81	7.60	15.00	15.36
Operations (# arrivals and departures) <sup>2</sup>	378,334	188,677	365,000	390,000
Freight and mail cargo (tons) <sup>1</sup>	448,668	246,650	455,000	467,381
Non-airline revenue (\$ million) <sup>3</sup>	\$133.66	\$63.50	\$120.00	\$120.00
Retail/beverage sales (\$ million) <sup>3</sup>	\$197.42	\$100.85	\$190.00	\$190.00

<sup>1</sup> FY18 Q2 is an estimate.

<sup>2</sup> PHL continues to experience a decline in aircraft operations due mainly to changes in aircraft fleet mix instituted by PHL's mainline carriers as they move to eliminate many of the regional aircraft from their respective route networks. The FY19 target is higher due to upcoming additional European service from American Airlines and Aer Lingus.

<sup>3</sup> FY18 Q2 is an estimate. The FY18 target is lower than the FY17 year-end actual due to an ongoing capital improvement in the Terminal B Concourse to replace several food, beverage, and retail locations with in-gate, high-end bars, restaurants and retail shops. Revenue is expected to rebound following completion of this project.

<sup>32</sup> Airline-approved estimates for capital projects are preliminary. Some of these projects have not yet been designed and final estimates may change, which may require the Airport to go back to the airlines for additional approvals. No local tax dollars are used for Division of Aviation operating or capital expenditures. The Division is self-sustaining.

# BEHAVIORAL HEALTH

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## MISSION

The Department of Behavioral Health and Intellectual disAbility Services (DBHIDS) envisions a Philadelphia where every individual can achieve health, well-being, and self-determination. The mission of DBHIDS is to educate, strengthen, and serve individuals and communities so that all Philadelphians can thrive.

## ACCOMPLISHMENTS

Over the last year, DBHIDS has worked to enable Philadelphians to live healthy, safe, and successful lives by focusing on improving social and emotional health. Key accomplishments are highlighted below.

**Development of the Children's Mobile Crisis Stabilization and Service Expansion for Children and Youth:** In December 2016, DBHIDS issued a request for proposal (RFP) to increase the capacity of community-based children's crisis treatment services. Prior to this RFP, Philadelphia only had one designated crisis service location for children aged 18 and under, and it was co-located at the Einstein/Germantown Crisis Response Center. As a result of the RFP, three new Children's Mobile Crisis Teams (CMCTs)<sup>33</sup> and three new Children's Mobile Intervention Services<sup>34</sup> teams were established. These teams have the capability to immediately respond to crisis situations while keeping children in their homes and communities, minimizing the use of higher, more intensive, levels of care, such as Crisis Response Centers. Together, these teams served 170 children during the first half of FY18.

**Expanding Support for Infants and Toddlers with Developmental Delays:** DBHIDS continues to partner with the Department of Public Health's health centers to engage in the Child Find initiative. Child Find is a Pennsylvania legal mandate requiring certain agencies, such as DBHIDS, to assist in identifying children for assessment and potential referral into an Infant Toddler Early Intervention (EI) program. In FY17, DBHIDS referred 7,742 children to EI intake, a 17% increase from FY16. Of these referrals, 194 were referred from Public Health centers, a 300% increase from FY16.

**Expanding Housing and Supports for Individuals in Need of Supportive Services:** DBHIDS has continued to utilize and expand the availability of Permanent Supportive Housing (PSH) options despite reductions in federal funding and PHA blueprint vouchers. In this time of scarcity, DBHIDS has expanded its network to include additional stakeholders and has begun to identify and utilize a wider range of housing subsidy options. For example, DBHIDS is partnering with the Office of Homeless Services (OHS) to implement a pilot program called "shallow rent." Shallow rent is a successful model for supporting individuals who have a reliable income (either through benefits or employment) in maintaining their housing. In this pilot, DBHIDS and OHS are committed to paying for 80% of the rent, the tenant is responsible for paying 20%, and the landlord agrees to keep the rent steady (for the purposes of this pilot, the rent is controlled at \$800). This pilot is already underway, and 30 individuals are in the process of moving into a housing unit.

**Combating the Opioid Epidemic:** In 2017, Mayor Kenney convened a Task Force to Combat the Opioid Epidemic in Philadelphia. The Task Force, which was co-chaired by DBHIDS, issued a final report in May 2017 containing 18 recommendations for addressing the epidemic. DBHIDS has continued to work to address the opioid epidemic and implement the recommendations from the report. DBHIDS has focused on harm reduction by creating a mobile engagement unit in the Kensington/Fairhill neighborhood; and providing "warm handoff" services, which involve the

<sup>33</sup> CMCTs are a short-term (up to 72-hour) service that provide a mobile, on-site, face-to-face therapeutic response to a child or youth and his/her family experiencing a behavioral health crisis, and can be provided 24-hours per day, 7-days a week. The teams identify, assess, treat, and stabilize the situation and reduce the immediate risk of danger to the child/youth or others.

<sup>34</sup> Children's Mobile Intervention Services (CMIS) are therapeutic services for children or youth and their family experiencing a behavioral health crisis that are also provided through mobile, face-to-face response. CMISs are provided in homes, communities, schools or other locations where the family feels most comfortable receiving services. CMIS provides brief, intensive interventions, psychiatric assessment, case management, and medication management as needed for up to six weeks.

transfer of care between two members of a health care team to close gaps in care for an individual who is at risk of, or has survived, an opioid overdose. DBHIDS has also worked to address pressing treatment and housing needs by increasing capacity for recovery and therapy programs; increasing the availability of Medication-Assisted Treatment (MAT); expanding "housing first" housing and supportive treatment services from 725 to 785 slots; and training nearly 800 DBHIDS employees, service provider personnel, and community members on how to use the overdose reversal drug, Naloxone.

**Expanding Resources for People in the Criminal Justice System:** Over the past year, DBHIDS has continued to create systems and supports to ensure that individuals with behavioral health challenges and justice-involvement have the same quality of life and opportunities to access health care, housing, and employment as all Philadelphia residents. DBHIDS works towards reducing stigma, increasing behavioral health awareness, strengthening communities and cross-system capacity, supporting recovery and resiliency, and increasing early intervention opportunities and access to behavioral health services. Programs created by DBHIDS are responsible for connecting individuals involved in the justice system to appropriate mental health care and support. These programs include the Forensic Support Team, Forensic Certified Peer Specialists, and the Probation Navigation and Treatment Program.

In 2017, Pennsylvania's Department of Human Services settled a class action lawsuit on behalf of people with mental health illnesses who were incarcerated while awaiting trial and had faced long wait times for mental-health treatment. This settlement has resulted in additional resources for the Commonwealth's forensic mental-health services. For example, 100 Permanent Supportive Housing (PSH) vouchers have been allocated across three years to create a greater flow through the justice-related network of care to promote genuine and long-term, community integration. DBHIDS has been responsible for creating a "flow" through the network of care to ensure that individuals can transfer from an institution to an appropriate level of care. DBHIDS is responsible for administering the 100 PSH vouchers.

**Expanding Services and Outreach to Immigrant Communities:** DBHIDS has partnered with key community providers and organizations to provide services that are identifiable and accessible for Philadelphia's immigrant and refugee communities. Accomplishments for 2017 include partnering with community-based organizations to disseminate mental health-related information; conducting focus groups to assess refugee and immigrant communities' needs and challenges; creating a refugee and immigrant support network to connect with community members and better identify the mental health needs within refugee and immigrant communities; continued use of telephonic and in-person interpretation for Limited-English Proficiency (LEP) individuals; translating useful resources into more languages to reach more communities; and completing language access and cultural competency trainings for DBHIDS employees and providers.

**Connecting Individuals with an Intellectual disAbility with Employment and Other Services:** DBHIDS believes that everyone has the right to work, and efforts are put forth continually to ensure that those with an intellectual disAbility are afforded equal opportunities to employment. In FY17, nearly 800 individuals with an intellectual disAbility were registered with Philadelphia Intellectual disAbility Services (IDS) and received employment-related supports and services. Sixty-nine percent of those receiving services are now employed. Through the Philadelphia Transition Coordinating Council, which seeks to effectively plan and facilitate the successful transition of students with disAbilities from school to adult life, DBHIDS has strengthened partnerships with families of youth with disAbilities, educators, service providers and employers. By FY23, DBHIDS hopes to increase the number of people who are receiving employment supports and have jobs to 75 percent.

**Fostering Ongoing Community Conversations Through Network of Neighbors and Engaging Males of Color (EMOC) Initiatives:** DBHIDS's Network of Neighbors Responding to Violence was founded in June 2016 and is a neighbor-driven network of Philadelphians, including community members, faith leaders, and police officers, who are called upon to support communities after violent, often traumatic incidents. Over the past year, the Network of Neighbors has continued to respond to requests by communities and collaborated to determine the most effective trauma-informed intervention and approach to provide. Since

its creation, the Network of Neighbors has supported 281 people through Psychological First Aid responses and 151 people through Post-Traumatic Stress Management Groups.

Engaging Males of Color (EMOC) is a targeted initiative designed to address the impact of health, economic, and educational disparities experienced by males of color. Over the past year, efforts to reach communities throughout Philadelphia have included partnering with First Person Arts to organize five storytelling events aimed at engaging males of color and creating a space for them to share personal stories of mental health, wellness, and overcoming adversity. To date, these events have reached 2,500 people and increased awareness about behavioral health needs and available services. Additionally, EMOC initiated a series of youth-centered town halls with the goal of engaging youth in dialogue on how to navigate trauma, violence, and attend to mental health needs. These conversations inform how DBHIDS interfaces with youth throughout Philadelphia and continue to provide a safe space for young people to discuss mental health challenges, pose relevant questions, and create a network of support and resources.

## **PLANS FOR FISCAL YEARS 2019-2023**

DBHIDS is committed to serving the community and providing services and supports so that all Philadelphians can live their most successful life. The next five years will be focused on the following programs and initiatives. In all priorities outlined below, DBHIDS strives to increase access to evidence-based treatments to ensure that all receive high quality, effective services.

**Integrate a Population Health Approach into all Work and Services Provided:** DBHIDS's population health approach takes a broad view of health, seeking to improve the health of everyone in a community and not just those who seek care. By providing excellent clinical care as well as community-level interventions and services, population health creates communities in which every member can thrive. Over the next five years, DBHIDS will continue to develop and evaluate integrated care initiatives to better attend to the needs of the entire individual by more comprehensively integrating mental health, behavioral health, and substance use care and treatment. Integrated care partnerships provide opportunities to expand behavioral health screenings and interventions to individuals outside of traditional behavioral health settings to reach more at-risk individuals and to improve the coordination for those with multiple medical conditions. Efforts will include emphasizing community-level outcomes, providing opportunities for early intervention and preventative care, addressing underlying social determinants of health, empowering individuals and communities to keep themselves healthy, and effectively addressing and supporting an individual's overall health and wellness.

**Provide Comprehensive Services Across the Care Continuum:** Over the next five years, DBHIDS will continue to partner with the School District of Philadelphia to ensure that students and families have access to a continuum of supports and services to address behavioral health needs. Additionally, partnerships such as the Physical Health Managed Care Organizations (existing), the Certified Community Behavioral Health Centers (planned) and the Substance Use Centers of Excellence (planned) will create greater opportunities to address the co-occurring needs of those with physical health and behavioral health challenges. One area of the continuum that DBHIDS is striving to expand is the availability of treatment options for those struggling with an opioid use disorder and ensuring that individuals are offered treatment that they would be able and willing to accept. This includes the creation of levels of care that have low barriers to entry, increasing the availability of evidence-based programs, and expanding the use of Medication-Assisted Treatment (MAT) options. Additionally, in calendar year 2018, ambulatory stabilization programs will be brought online to more rapidly engage individuals in need of immediate treatment. These withdrawal management services will be located in community-based substance use treatment programs and will provide medical supervision for individuals to be rapidly stabilized without requiring inpatient treatment.

**Reinforce a Focus on Families, Communities, and Participants:** DBHIDS believes that there is strength in communities, people's families of choice, and their natural support structures and that, whenever possible, individuals should remain within their chosen communities throughout their treatment. The services and supports provided should be people-centered and engage not only the individual seeking services, but their

natural and chosen supports as well. That is why, over the next five years, DBHIDS will continue to implement mobile and community-based services. DBHIDS will focus on providing children's programs in the community, with a focus on resolving or ameliorating behavioral health episodes or family challenges so that children can remain in their natural settings. Additionally, DBHIDS will emphasize timely access to support and treatment for both children and adults, in order to divert Crisis Response Center (CRC) and emergency room admissions and to offer effective alternatives to inpatient care.

Within the realm of intellectual disAbility services, DBHIDS will continue to foster engagement between individuals and their communities. This will be achieved through continued support for individuals seeking employment and connections to necessary supports. DBHIDS is working with Philadelphia's Community of Practice Regional Collaborative with the overarching goal of connecting with, and gaining the insight of, families who are not currently receiving formal services in the hopes of better understanding their specific needs in looking for community-based resources and supports for their child.

**Address the Overarching Needs of an Individual:** The pathway to recovery begins by ensuring that an individual's basic needs are met. This includes safe, secure, and dignified housing. DBHIDS's strategic vision and ultimate goal in reorienting behavioral health services is to accelerate housing entry and achieve full community integration for persons with significant behavioral health challenges. DBHIDS will collaborate with valued partners and stakeholders to end chronic homelessness and significantly decrease institutional placements for persons with behavioral health challenges. Over the next five years, DBHIDS will continue to increase independence rather than fostering long-term dependency. Workforce development efforts, such as the creation of customized employment opportunities and partnership with First Step, a non-profit staffing agency, will be undertaken to ensure that individuals are given the tools they need for independence, self-sufficiency, and gainful employment.

DBHIDS is committed to aiding the Commonwealth of Pennsylvania and bolstering supports following the lawsuit described above. The Commonwealth has agreed to certain actions, which will continue over the next five years, as a result of the settlement. These actions include continued attention and efforts around the movement of individuals from both the forensic and civil units at Norristown State Hospital. Currently there is a long waiting list for the Norristown State Hospital – Regional Forensic Center for Philadelphia defendants who have been adjudicated Incompetent to Stand Trial and committed for restoration of competency to stand trial. DBHIDS is committed to identifying and facilitating efficient and cost-effective linkages to evidence-based services, measuring outcomes, and emphasizing improvements in overall quality-of-life. In the coming year, a Forensic Certified Peer Specialist team will be created to enhance the community-based forensic system. Peer staff will provide assistance throughout the criminal justice and behavioral health treatment process which includes court proceedings, incarceration, state hospitalization, and step-down placement.

FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Unduplicated persons served in outpatient treatment <sup>1</sup>	82,496	60,849	85,000	85,000
Number of admissions to out-of-state residential treatment facilities <sup>2</sup>	9	1	17	17
Number of admissions to residential treatment facilities <sup>2</sup>	559	259	650	650
Percent of follow-up within 30 days of discharge from an inpatient psychiatric facility (discharges to ambulatory, non-bed-based care) (adults) <sup>3</sup>	53.3%	49.4%	60.0%	60.0%
Percent of readmission within 30 days to inpatient psychiatric facility (Substance Abuse and non-Substance Abuse) (adults) <sup>4</sup>	13.8%	12.9%	12.5%	12.5%
Percent of follow-up within 30 days of discharge from an inpatient psychiatric facility (discharges to ambulatory, non-bed-based care) (children) <sup>3</sup>	80.6%	78.4%	90.0%	90.0%
Percent of readmission within 30 days to inpatient psychiatric facility (Substance Abuse and non-Substance Abuse) (children)	8.6%	8.2%	10.0%	10.0%
Number of Philadelphians trained in Mental Health First Aid	6,424	3,700	7,502	7,700

<sup>1</sup> This is a cumulative measure with the highest number of unique clients reported in the first quarter.

<sup>2</sup> Clients are unduplicated within the quarter, and the goal is to be below the target. The year-to-date total may contain duplicated clients if they were served in multiple quarters. DBHIDS's goal is to treat all of the children needing services within the state and not have to look to out-of-state alternatives, so the goal is to keep this number low.

<sup>3</sup> This measure includes discharges to ambulatory, non-bed based care. This mirrors the child measure below. Root cause analysis has determined that there are contributing factors that are being addressed to increase follow-up. As part of Community Behavioral Health's ongoing effort to improve follow-up and reduce readmission after inpatient hospitalization, DBHIDS is currently streamlining the discharge review process. This includes evaluating the current process, creating a workflow that ensures member services can provide timely follow-up, and establishing routine tracking mechanisms to monitor the flow of information.

<sup>4</sup> DBHIDS continues to see a reduction in the percent of readmissions among this population.

# CHIEF ADMINISTRATIVE OFFICER

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## MISSION

The Office of the Chief Administrative Officer (CAO) works to modernize City government and improve the efficiency and effectiveness of City services. The CAO oversees ten City departments and offices, innovating and strengthening their administrative functions and supporting their resident-facing operations to evaluate, plan, and continually improve their service delivery. The ten City departments and offices that report to the CAO include: the Office of Innovation and Technology (OIT), Public Property (DPP), Fleet Management (OFM), Records, Procurement, the Contracts Unit (CU), the Office of Administrative Review (OAR), the Bureau of Administrative Adjudication (BAA), Open Data and Digital Transformation (ODDT), and Human Resources and Talent (HR&T).

The CAO accomplishes this work through the following programs:

- **Strategic Direction and Transformation:** This program contains four units, each of which fulfills a strategic role in the City's administrative management.  
*Administration:* This unit supports the operations of the CAO's departments and functions and focuses on process improvement, transformation, and innovation.  
*Human Resource and Talent (HR&T):* This unit supports the continued development of a talented and diverse City workforce by utilizing modern and transformational talent management strategies.  
*Contracts:* This unit supports departments as they develop, post, award, and manage requests for proposals (RFPs) and professional services contracts. This unit also supports vendors in applying for those contracts and complying with Chapter 17-1400 of the Philadelphia Code.  
*Open Data and Digital Transformation (ODDT):* Through transparent, efficient, and effective services, ODDT helps departments make government services more transparent and accessible to the public through technology and human-centered design methods.
- **Bureau of Administrative Adjudication (BAA):** BAA, under the Philadelphia code, is the City's agency that is responsible for the resolution of parking ticket disputes.
- **Office of Administrative Review (OAR):** OAR reviews cases where citizens disagree with a fine, violation notice, or other administrative decisions made by the City. OAR provides a consistent appeal process, administers hearings and judgments, and manages the financial aspects of disputed cases. This program also includes the Tax Review Board, which is the official agency to which taxpayers may appeal decisions made by the Revenue Department concerning tax liability.

## ACCOMPLISHMENTS

**Strategic Direction and Transformation:** *Administration:* After receiving feedback from internal staff and the vendor community regarding the length of time it takes to conform a contract with the City, the CAO launched an electronic signature platform to streamline approvals. Formal rollout of the new platform began in January 2017 and was completed two months ahead of schedule in November 2017. Currently, all of the City's professional services contracts are completed electronically. This has allowed the City to conform contracts faster. This is also likely to result in faster payment of vendors, as a delayed contract conformance can impact the timeliness of payments. Prior to the implementation of electronic signing, it took 42-74 days, on average, to conform a contract (depending on whether the contract was routed through the City's Law Department for initial drafting). With the use of the new platform, that time has been cut almost in half to between 24-38 days, on average.

The CAO, in partnership with the Chief Integrity Office and the Law Department, is working to develop additional guidance for staff managing Request for Proposal (RFP) processes conducted for larger contracts, which are defined as contracts over \$1 million. The purpose of the guidance is to ensure that staff managing these contracts receives the necessary support to negotiate agreements for the City and to ensure a

fair, transparent, and efficient contracting process. During the remaining part of FY18, the CAO will launch a speaker series for department contract managers. This series will serve as a refresher on the RFP process and as a platform to share revised guidelines for all opportunities over \$1 million. These trainings will provide additional guidance in the areas of the selection committee, pre-proposal meetings, RFP posting dates, selection criteria, and oral presentations. The speaker series will feature a different guest speaker each month from departments and offices such as the Office of Economic Opportunity, the Chief Integrity Office, the Office of Budget and Program Evaluation, and Law to provide more detailed content expertise.

*Human Resource and Talent (HR&T):* In FY17, the Kenney Administration developed and implemented a new hiring process for exempt positions. Departments are required to utilize this new process beginning in FY18. This process is designed to provide leaders with best practice guidelines and tools to source, interview, and integrate a high-quality, diverse workforce. The process also establishes a consistent sourcing pool to provide a diverse population of applicants with access to all exempt positions. In FY18, HR&T continued this work by creating and disseminating a detailed Exempt Hiring Guidebook to departmental staff involved with the hiring process. The Guidebook provides detailed information on sourcing, interviewing, selection and integration of new employees. HR&T also added new sourcing strategies to increase diverse hiring and provided training on these strategies to human resources professionals and Administrative Service Directors responsible for managing their respective department's hiring process. The sourcing strategies include sharing all job opportunities with a diversity-focused, online job board that shares the positions with other, niche diversity job sites and sharing the opportunities with a list of diverse community leaders to disseminate with their networks.

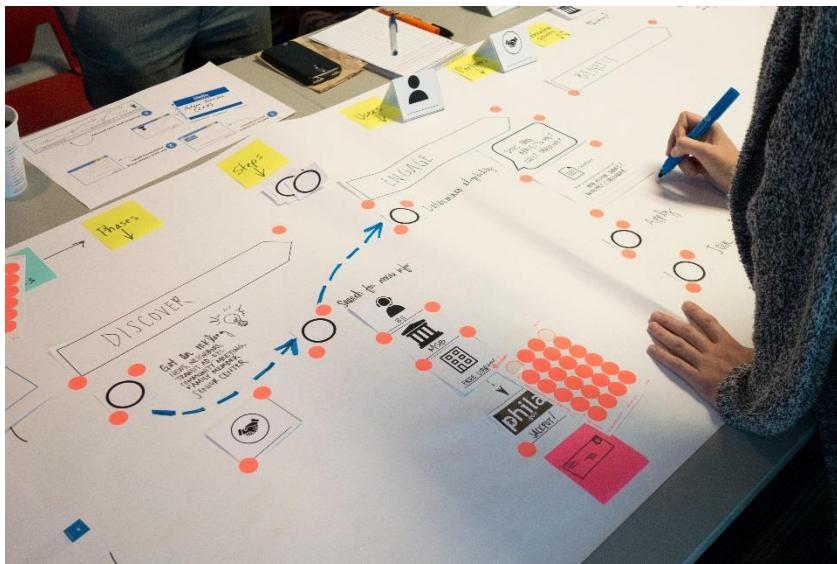
The unit also hosted its second annual citywide career fair, which was designed to link job-seekers with information about job opportunities in 60 City and quasi-governmental departments and agencies. This year's fair had nearly 5,000 attendees. Participants spoke directly with hiring managers, participated in a resume clinic, listened to employer presentations, and applied for positions with the City online.

In FY17, HR&T completed the implementation of the citywide Learning Management System (LMS), which provides City employees with online access to eLearning materials, enables them to register in instructor-led training classes, and makes it possible to seamlessly track all training events for each employee. Prior to implementation of the LMS, many departments had limited ability to provide their staff with affordable access to training and professional development opportunities. The LMS makes it possible for this information to be more widely disseminated. Available trainings are focused on topics such as technology, workplace safety, and leadership development.

In FY17, HR&T also administered the Mayor's Internship Program, which aims to inspire more college graduates to select a career in City government. In FY17, the program's focus was to recruit more participants from local schools and increase the diversity of participants. Fifty-five college students and over 100 high school students participated in the program, which provided its participants with meaningful work experiences, robust development sessions, site visits, and conversations with senior leaders. There was a 24% increase in the number of students from local universities, as compared to FY16.



*College interns in the Mayor's Internship Program toured the Airport and other city agencies to learn about Philadelphia's workforce and operations.*



Department website editors brainstorm a typical user's journey trying to find news updates on the City's website.

presence on the site. OODT also developed guidelines for “digital standards” to standardize the design, code, and content of the website. Additional new features from the past year include news and events, action guides, programs and initiatives, and a forms directory. The new website currently serves 47% of page views to City websites.

Also in 2017, the City won a \$338,000 grant through the John S. and James L. Knight Foundation’s Knight Cities Challenge. With the grant funding, a team led by OODT and the Mayor’s Office of Policy will partner with the Department of Revenue and the Office of Homeless Services, identify a service or program within each department, and work to understand successes and challenges with the provision of that service. Both residents and City staff will be engaged as part of the process. Improvements will be designed using social science and service design methods and will be tested and refined to ensure effectiveness.

In FY18, OODT also released several new open data sets including: historic sites, English as a Second Language class locations, affordable housing production, police complaints, and building demolitions.

**Office of Administrative Review (OAR):** In FY17, OAR continued to hold hearings and hear taxpayer appeals on City assessments and bills. OAR also successfully reduced the time between a request for review and a hearing date in two major categories (appeals related to business taxes and appeals over refuse-related assessments) from five months in FY17 to three and four months, respectively, for the first half of FY18.

## PLANS FOR FISCAL YEARS 2019-2023

**Strategic Direction and Transformation: Administration:** Early in 2018, the Office of the Chief Administrative Officer and the Office of Human Resources, in collaboration with the Managing Director’s Office, the Office of the Director of Finance, and the Office of Labor Relations, embarked on a comprehensive initiative to review people processes across the City. The project will examine human resources (HR) functions and explore opportunities for improvement by leveraging technology, promoting greater partnership between HR and operations, driving inclusion and equity, and encouraging collaboration. The goal is to create a sustainable and supportive environment that enables the City to attract and retain a high-quality and diverse workforce that is dedicated to providing quality services.

Along with the plans listed in this section, CAO will continue to support the CAO’s departments and functions in meeting their FY19-23 goals. The CAO will work with each of its respective departments and

**Open Data and Digital Transformation (ODDT):** OODT is redesigning the City’s website to make it easier for members of the public to find and understand the information and services they need, without having to know which department provides them. Rather than waiting on a final “grand reveal,” the new website is being built alongside the current one, at *Beta.Phiла.gov*, until it becomes the official *Phiла.gov* during calendar year 2018.

Over the past year, OODT reorganized the “beta” site to make it more user-friendly and gave 52 departments a basic

functions to identify areas of improvement that will yield immediate benefits and create measurable efficiencies.

**Contracts:** CAO has begun to work on improvements to the contract amendment process. Currently, this process can be cumbersome, requiring a detailed amendment process for minor changes to the original contract. CAO is working with key stakeholders to simplify this process when the amendment meets certain criteria, such as amendments for time. These changes will allow amendments to be conformed more quickly, which in return will result in faster payment to vendors.

**Human Resource and Talent (HR&T):** HR&T will continue to support the exempt recruiting efforts of all City departments and will support OHR in developing recruiting strategies for civil services jobs. Additionally, HR&T will continue to coordinate the annual citywide Career Fair. Past participating employers have included City departments, public service organizations and state agencies and educational institutions. Over the next five years,



Over 5,000 residents attended the City of Philadelphia's 2<sup>nd</sup> Annual Career Fair which highlighted job opportunities and job search resources.

HR&T will look to broaden the Career Fair to additional employers allowing for even greater opportunities in workforce development in Philadelphia. Additionally, HR&T has hired an experienced recruiter and will continue to develop sourcing strategies for hard-to-fill positions.

**Open Data and Digital Transformation (ODDT):** Now that every department has a presence on *Beta.Phiла.gov*, ODDT will work with departments to add additional information and services to their pages and to ensure that digital standards for website redesign are reflected throughout the site. Webpages for larger departments with more community-based need for services and information will be reengineered to be more user-friendly and informative. The “beta” site will be transformed into the new *Phila.gov* site in calendar year 2018.

ODDT will also continue to publish datasets that make City government more transparent, drive business, improve service delivery, and/or facilitate civic engagement. Additionally, ODDT will work on building information technology (IT) infrastructure for consistent, open data publishing that can be maintained easily.

**Amnesty Program:** On December 14, 2017, City Council passed legislation which forgives individuals' parking tickets that were issued prior to 2013 if the individual agrees to enter into a payment plan to settle all parking violations in full for any parking tickets issued from 2013 to 2017. This process will be managed by the CAO in partnership with the Philadelphia Parking Authority (PPA). During the remainder of FY18, CAO and PPA will develop and operationalize the amnesty program. While going through this process, additional policy changes and improvements will be determined and implemented to better serve the public.

### FY19 Strategic Goals

- Identify areas of opportunities within the City for process improvements and process re-engineering.
- Lead cross-functional teams on projects with the goal of producing key and measurable benefits.
- Establish a platform to ensure the capture of critical knowledge across CAO departments so that institutional information is retained.

### FY19 Performance Measures

Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of exempt positions posted using the citywide exempt hiring process	179	128	200	200
Number of new hires onboarded centrally <sup>1</sup>	226	207	300	400
Average contract conformance time: professional services contracts (days) <sup>2</sup>	121	110	90	90
Percent of web traffic fulfilled by pages that meet digital standards <sup>3</sup>	42.3%	46.0%	60.0%	70.0%

<sup>1</sup> This is a function of the number of new hires.

<sup>2</sup> During calendar year 2017, DocuSign was rolled out across departments. As a result, metrics from this time period reflect contracts using DocuSign as well as contracts using the older, paper process and may reflect longer processing times, on average, than just contracts conformed using DocuSign.

<sup>3</sup> A page that meets digital standards is mobile-friendly, accessible, clearly organized, and written using plain language. The “beta” site will be transformed into the new Phila.gov site in calendar year 2018 and is expected to result in increased web traffic.

**Bureau of Administrative Adjudication (BAA):** BAA will continue to provide administrative hearings for disputed parking tickets and vehicle seizures/impoundment. The CAO is working to streamline internal processes, modernize IT systems allowing for the transition of paper-based processes to online, and improve customer service. The Five Year Plan includes \$1 million in funding over five years for additional staff, which is expected to help decrease the number of days between receipt of requests and dispositions.

### FY19 Strategic Goals

- Reduce the average number of days from receiving a hearing request via regular mail to making a disposition (decision by hearing officer).
- Reduce the average number of days from receiving a hearing request online to making a disposition (decision by hearing officer).

### FY19 Performance Measures

Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Average number of days from receiving a hearing request via regular mail to making a disposition (decision by hearing officer)	52	45	45	45
Average number of days from receiving a hearing request online to making a disposition (decision by hearing officer) <sup>1</sup>	91	129	90	90
Hearing decisions entered across all categories (in-person, online, mail, phone, other) <sup>2</sup>	137,923	62,973	135,000	144,000

<sup>1</sup> Increased enforcement by PPA has generated demand for in-person services and there is a reallocation of resources to accommodate the in-person requests.

<sup>2</sup> The addition of another hearing officer in FY19 will allow BAA to reach this target.

**Office of Administrative Review (OAR):** OAR will continue to improve customer service at all points where OAR interfaces with the public and with other City departments and agencies. OAR will identify and implement operational process improvements, such as faster distribution of first notifications and correspondence for handwritten Code Violation Notices (CVNs).

<b>FY19 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>• Improve reporting capabilities.</li> <li>• Enhance and streamline internal notifications for hearing scheduling.</li> <li>• Increase consistency and efficiency of the administration of processing appeals.</li> </ul>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Time between violation issued date and first notice for handwritten CVNs (weeks)	6	6	6	6
Time between request for review and hearing date for CVNs (weeks) <sup>1</sup>	6	8	7	7
Time between request for review and hearing date for Tax Review Board: Real estate interest and penalty (months) <sup>2</sup>	5	5	4	4
Time between request for review and hearing date for Tax Review Board: Water Revenue/Water Department (months) <sup>2</sup>	4	3	4	4
Time between request for review and hearing date for Tax Review Board: Business taxes (months) <sup>2</sup>	5	3	3	3
Time between request for review and hearing date for Tax Review Board: Refuse collection fees (months)	5	4	4	3

<sup>1</sup> The issuance of CVNs is highest in the warmer months. This causes higher wait times.

<sup>2</sup> OAR expects a decrease in the second half of FY18 to meet the target of four months.

<sup>3</sup> Additional hearings have been added to schedule to reduce backlog.

# CITY REPRESENTATIVE

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## MISSION

The Office of the City Representative (OCR) serves as the premier marketing and promotional agency of the City of Philadelphia. OCR's vision is to celebrate and foster Philadelphia's visibility and diversity through citywide event creation, community engagement, and innovative experiences.

## ACCOMPLISHMENTS

The City Representative serves as Mayor Kenney's representative to the community-at-large and carries the Administration's principles of inclusion, service, and collaboration to achieve the highest quality outcomes and experiences for both citizens and visitors in communicating this message at all social functions, meetings, and conventions attended at the Mayor's behest. Over the last year, OCR continued creating innovative and successful inter-agency and intra-departmental partnerships and identified and implemented new ways to promote and market Philadelphia. Through collaborative efforts engaging external organizations, City departments, and City Council, OCR produces high-caliber events that are cost-effective, free and fun for all, and propel the City forward regionally, nationally, and internationally.



*OCR expertise is called upon for a variety of events and ceremonies. From left to right: Take Our Daughters and Sons to Work Day; Boyz II Men Street Dedication; The Goldbergs Day to honor the hit, Philadelphia-based TV show.*

In the first half of FY18, the City Representative met with high-level international dignitaries from Argentina, Austria, Canada, China, Germany, Ireland, Italy, Korea, Poland, and Taiwan, among others. During the first half of FY18, OCR also produced over 260 Mayoral Ceremonial Documents, such as Citations, Mayoral Letters, Proclamations and Tributes, for City Departments, citizens, nonprofits, and businesses. OCR also provided approximately 400 gifts of recognition during the first half of FY18 and is projected to provide a total of 950 gifts by fiscal year-end as part of the City's promotion strategy. OCR ensures that a unified marketing message is conveyed to local, regional, national, and international audiences, and that events are sustainable, cost-effective, and present low budget impact for City services. Highlights from the first half of FY18 include the following:

**Wawa Welcome America Festival**: This annual multi-day festival, produced in partnership with Welcome America, Inc., commemorates and celebrates Independence Day in Philadelphia. In July of 2017, OCR produced the Celebration of Freedom Ceremony at Independence Hall. Boyz II Men read excerpts of the Declaration of Independence, and Mayor Kenney presented the Philadelphia Magis Award to Vietnam War veteran and Prisoner of War, Ralph Galati, for his service as a dedicated local veterans affairs advocate. The program and several other events for the festival were broadcast live on NBC10, Telemundo62, and affiliates, with more than four million impressions over the multiple platforms.

**Philadelphia International Unity Cup (PIUC): Block Party and Parade of Nations:** In fall 2017, Philadelphia Parks and Recreation (PPR) and the Office of Immigrant Affairs (OIA) collaborated to produce the Second Annual Philadelphia International Unity Cup. The Cup is a 48-team, World Cup-style tournament made up of the city's many immigrant populations. OCR produced the first Unity Cup Block Party, which featured immigrant-owned food trucks, local entertainment, and multicultural vendors for a day to celebrate the city's diverse immigrant communities. For the Championship Game at Lincoln Financial Field, OCR worked with its City partners to produce the Parade of Nations, which featured 48 teams and their communities marching into the stadium, and spotlighted each team's customized country banner, created by the Office of Arts, Culture and the Creative Economy and Mural Arts Program participants, in visual celebration of each nation's heritage and to cultivate a culture of inclusion.



*OCR creates experiences for residents and visitors. From left to right: Wawa Welcome America Festival Celebration of Freedom, Philadelphia International Unity Cup, and City Hall Tree Lighting Celebration.*

**Philly Holiday Festival and City Hall Tree Lighting Celebration:** In partnership with Welcome America, Inc., OCR promoted and produced the Philly Holiday Festival with a tree-lighting celebration on the North side of City Hall in late November, featuring free, family-friendly entertainment. Performers and special guests included Kathy Sledge, the Philly POPS, Janet Jackson's very own DJAktive, and more. The Festival also featured special holiday events, such as cultural celebrations and lightings throughout Philadelphia's neighborhoods. Residents and visitors were encouraged to shop and dine locally throughout the season.

**2018 Inaugural Ceremony:** This past January, OCR planned and executed the Inaugural Ceremony at the Kimmel Center of the newly-elected District Attorney, City Controller, and newly-elected as well as retention Judges from the Court of Common Pleas and Municipal Court. In addition to working with the Kimmel Center staff, OCR developed the line-up for the program, engaged the entertainment and clergy, produced the invitations and printed program, managed the media and interviews, and ensured every detail was executed flawlessly. City Representative Sheila Hess served as emcee.

**City of Philadelphia Flag-Raising Program at City Hall:** The City of Philadelphia strives to protect the rights of its immigrant citizens while also increasing awareness of the contributions that international communities have made and continue to make to the economic, social, and cultural richness of Philadelphia. Via the coordination of 30 ceremonial international flag-raisings and receptions scheduled over the course of FY18, OCR serves to manifest the pride that Philadelphia takes in being the United States' first World Heritage City, a global destination, and place of choice for new residents.

**Additional FY18 Events:** OCR has also held the following events during the first half of FY18: events honoring Philadelphia icons and other renowned artists, such as Kevin Hart Day and the Boyz II Men Street Dedication; internal City department events, such as the lesbian, gay, bisexual, transgender, queer (LGBTQ) Flag-Raising and Integrity Week Ethics Event; international awareness and diversity events, such as Immigrant Welcoming Week; youth empowerment events, such as PHLpreK Move-Up Day and Take Our Daughters and Sons to Work Day; and community engagement events, such as the Octavius Catto statue unveiling, among many others.



The City of Philadelphia celebrates its residents. From left to right: Flag-Raising ceremony, honoring Centenarian residents, and honoring James Beard Award Winners for Outstanding Chef, Restaurateur and Best Chef in the Mid-Atlantic.

## PLANS FOR FISCAL YEARS 2019-2023

The first half of FY18 has been fast-paced, and growth in the volume of requests, partnerships, and events suggests that demand for OCR's expertise is increasing and will continue to increase. OCR will continue to identify event opportunities that have the potential to boost the local economy, encourage organizers to hold events in Philadelphia, focus on marketing and promoting Philadelphia, and grow support for existing OCR internal and external partnerships. OCR will also continue to work to foster a citywide culture of inclusion and promote the city in an efficient and cost-effective manner through community-based events and the pursuit of external partnerships. By extending the reach of its partnerships to neighborhood entities, OCR will take steps to identify new, small- to medium-sized events to produce throughout the city while also serving the city's diverse neighborhoods. At the same time, OCR will also work to enhance and expand its existing events calendar, including its signature events that recur annually, while working to keep them open, inclusive, and inexpensive to produce. Existing opportunities that are slated for expansion in FY19 include the Philadelphia International Unity Cup and City Hall Flag-Raising Ceremonies.

Since the city's designation as the nation's first World Heritage City in 2015, interest in Philadelphia as a travel destination and international business hub has trended upward and is expected to continue. Philadelphia also expects to see increased tourism from international leisure visitors, and language access will be part of the OCR's role in promoting the City's status with tourism partners. The OCR will also work with the Mayor's Commissions and OIA on these efforts and will increase its social media outreach to increase visibility for Philadelphia through event photos and key messaging.

FY19 Strategic Goals				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of special events <sup>1</sup>	35	27	45	50
Number of outside partners <sup>2</sup>	97	59	122	75
Number of international meetings <sup>3</sup>	21	8	30	30
Number of international flag-raisings <sup>4</sup>	9	15	30	30
Number of events at which OCR represents the Mayor	101	42	95	100
Number of social media impressions <sup>5</sup>	N/A	479,139	800,000	862,000

<sup>1</sup> A special event is free and usually open to the public (with some exceptions). Events range from under 50 participants to over 20,000, and are held both indoors and outdoors. Many special events are produced in partnership with other City departments or private entities, with the purpose of providing free, family-friendly fun for residents and visitors.

<sup>2</sup> Outside partners are non-City government individuals, entities, organizations and companies who are stakeholders in OCR events and contribute to furthering OCR's mission of promoting and marketing Philadelphia. Many work with OCR year-round; others are intermittent or one-time only.

<sup>3</sup> International meetings include those with ambassadors and consul generals, elected and appointed officials, cultural and tourism representatives, and others. Numbers are subject to variability but indicate international community interest in Philadelphia.

<sup>4</sup> OCR began producing these events in January 2017. The FY17 figure represents FY17 Q3 and Q4 only.

<sup>5</sup> This is a new measure for FY18, so data is not available for FY17. This measure shows impressions from Facebook, Instagram, and Twitter.

# CITY TREASURER AND SINKING FUND

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## MISSION

The mission of the City Treasurer's Office (CTO) is to safeguard City funds, serve as the disbursement agent for all City-related payments, and invest those funds that are in excess of the amount needed to meet daily cash requirements. The CTO also works to improve and maintain the City's credit ratings.

The CTO accomplishes this work through the following programs:

- **Debt Management:** The CTO manages new and outstanding City debt in accordance with the City's debt management policies, maximizes the value received from new financings, and minimizes interest and transaction costs. The City of Philadelphia issues debt primarily to finance capital projects and major equipment acquisitions. In an effort to effectively manage the City's debt, CTO implements measures that promote financial integrity, flexibility, and credit strength.
- **Banking and Investment Management:** The CTO manages the custodial banking of all City funds by encouraging standards and practices consistent with safeguarding City funds and aims to maximize the amount of cash available for investment after meeting daily cash requirements. The CTO serves as the disbursing agent for checks and electronic payments from the City.
- **Sinking Fund:** The Sinking Fund is responsible for the budgeting, payment, and administration of the City's debt service and debt-related payments across its General Obligation, City Service Agreement, Airport Revenue, Water Revenue and Gas Works Revenue credits. The Sinking Fund also coordinates with an outside consultant for calculation of arbitrage rebate on the City's tax-exempt bonds and the timely payment of any liabilities to the Internal Revenue Service (IRS).

## ACCOMPLISHMENTS

**Debt Management:** In 2017, the City completed six new money bond transactions and five refunding bond transactions. CTO's management of the City's bond issuance, refunding, and credit strategies has saved approximately \$49.1 million in net present value savings (NPV) with resultant cashflow savings of approximately \$3.0 million per year for the City's General Fund and approximately \$63.6 million in NPV with cashflow savings of approximately \$4.3 million per year for the Enterprise Funds (Philadelphia Water Department, Gas Works and Airport). CTO will continue to manage the debt portfolio and seek additional opportunities for savings.

Refunding Transactions – Savings Summary								
Date	Refunding Type	Par Amount	Issue	First FY Budgetary Savings	Annualized Budgetary Savings	Total Budgetary Savings	Total NPV Savings	NPV % of Par
Jan-17	Current & Advance	\$262,865,000	GO 2017	\$4,000,368	\$1,514,429	\$39,375,155	\$25,896,618	9.63%
Apr-17	Advance	83,220,000	PMA 2017	822,718	1,010,064	22,221,405	15,645,586	18.59%
Jul-17	Advance	80,770,000	GO 2017A	273,396	496,894	9,937,881	7,553,712	9.13%
Jul-17	Current & Advance	174,110,000	PWD 2017B	5,984	3,363,415	60,541,471	28,571,234	13.22%
Aug-17	Current	6,855,000	PGW	248,448	58,119	697,427	742,350	10.11%
Dec-17	Current	217,825,000	PHL 2017A & B	569,062	848,119	16,962,372	34,273,237	15.13%
Total		\$825,645,000		\$5,919,976	\$7,291,040	\$149,735,711	\$112,682,737	

**Credit Rating Overview:** Fitch Ratings, Moody's Investor Service, and Standard & Poor's Global provide independent credit ratings for issuers such as the City. Credit ratings are intended to provide financial insight to potential investors and bond purchasers of the City's debt issuances. Credit ratings are important as investors rely heavily on the ratings given by the rating agencies. The higher the credit rating, the lower

the risk the agencies assign to an issuer. The City has increased its credit ratings through an experienced management team and sound financial planning, which has resulted in greater interest from the investor community and lower overall interest cost.

In July 2017, Moody's Investor Services raised the Philadelphia Gas Works (PGW) credit rating to A3 from Baa1, noting PGW's sound operational and cost management that supports a more predictable and strengthened financial and operating profile moving forward. This upgrade placed two of the three credit ratings for PGW in the "A" category, allowing the City to lower its average credit spread for the bonds issued in 2017 by approximately 15 basis points as compared to the bonds issued in August of 2016. Lowering the credit spreads indicates that PGW's creditworthiness has increased. The basis point savings is equal to approximately \$7 million in reduced interest costs over the life of the bonds.

In addition, Moody's, Standard & Poor's, and Fitch recently reaffirmed their ratings for the City's General Obligation, Airport, Water and Wastewater ratings. The City's credit ratings are shown in the table below.

Types of Bonds	Rating and Outlook		
	Moody's	Standard & Poor's	Fitch
General Obligation	A2	A+	A-
	Negative	Negative	Stable
Water and Wastewater Revenue	A1	A+	A+
	Stable	Stable	Stable
Philadelphia Gas Works Revenue	A3	A	BBB+
	Stable	Stable	Stable
Philadelphia International Airport Revenue	A2	A	A
	Stable	Stable	Stable

**Banking and Investment Management:** During FY17, CTO began work with a new vendor after completing two Requests for Proposals (RFP) for the City's Payroll Banking Services and Pension Payroll Services. As a result of the new contracts, CTO, in conjunction with the Board of Pensions, the City's Accounting Division, and the Office of Innovation and Technology (OIT), was able to train 30 employees, convert the City's Payroll and Pension Services from the previous banking services to the new bank, and complete the transition successfully. The transition of the City's Payroll Banking Services is expected to save approximately \$36,000-\$42,000 in bank fees annually over the life of the contract.

CTO has successfully negotiated higher Earnings Credit Rates (ECR) with two of its banking partners, achieving a 15-basis-point increase in rates. Earnings Credits are equivalent to interest that is earned on funds deposited into a bank account. Unlike interest earned on a bank account that provides more money to an account holder, Earnings Credits can only be used to pay bank fees charged to an account holder by a bank. Earnings Credits are a valuable tool in the CTO's investment strategy that is used to minimize bank fees and ensure that all of the services required to carry out the daily cash management are provided by CTO's banking partners. The increase in ECR has allowed the CTO to move funds out of cash deposit accounts and into various investment accounts to take advantage of the rise in interest rates over the fiscal year. In addition to ECR, CTO has successfully negotiated banking fees to ensure there is no price increase over the next two years with one of the City's primary banking partners.

## PLANS FOR FISCAL YEARS 2019-2023

**Debt Management:** Over the five years of the Plan, the CTO will continue to manage new and outstanding City debt. The chart below lists upcoming debt transactions for the remainder of FY18 and FY19.

Timeframe	Transaction
Winter 2018	Philadelphia Redevelopment Authority Home Loan Program - \$40M
Winter 2018	Philadelphia Authority for Industrial Development Art Museum Energy Efficiency Project - \$15M
Summer 2018	Philadelphia Water and Wastewater Revenue Bonds - New Money - \$300M
Fall 2018	Tax and Revenue Anticipation Note - \$125M
TBD	Philadelphia Authority for Industrial Development Rebuild Project - \$100M

In addition to new bond transactions, the CTO will issue and award two RFPs for professional services due to expiring contracts in FY19. An RFP for General Obligation Bonds – Bond Counsel and Disclosure Counsel will be issued in July 2018, and an RFP for a Dissemination Agent will be issued in August 2018.

#### FY19 Strategic Goals

- Maintain and/or upgrade all of the City's credit ratings and remove the negative outlook by Moody's on the City's General Obligation credit.
- Increase the participation of institutional buyers in the City's investor pool to borrow at a lower interest rate, creating additional savings for the City.
- Hold second institutional investor conference in the summer of 2018 to educate existing and new institutional investors and letter of credit providers and underwriters about the credit characteristics of major tax-exempt issuers in the City of Philadelphia.

#### FY19 Performance Measures

Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Net present value savings of the refunded bonds for General Obligations (GO) debt versus the City's debt policy <sup>1</sup>	18.59%	9.13%	≥ 3.00%	≥ 3.00%
Net present value savings of the refunded bonds for Water debt	13.80%	13.22%	≥ 3.00%	≥ 3.00%
Net present value savings of the refunded bonds for Gas debt	10.86%	10.11%	≥ 3.00%	≥ 3.00%
Net present value savings of the refunded bonds for Airport debt <sup>2</sup>	N/A	15.13%	≥ 3.00%	≥ 3.00%

<sup>1</sup> The City's Debt policy requires a minimum net present value savings of 3% on the principal amount of refunded bonds including costs of issuance on each refunding transaction.

<sup>2</sup> Due to the structure of the Airport's debt portfolio they did not have any opportunities to refund any outstanding debt in FY17.

**Banking and Investment Management:** Partnering with OIT, CTO will continue its multi-year plan to procure and implement a Treasury Management System (TMS). In November 2017, CTO and OIT issued a Request for Information (RFI) to acquire TMS services. CTO expects to issue an RFP and select an applicant in the spring of 2018. To date, CTO and OIT have identified which processes should be incorporated into the TMS. Purchasing a TMS will provide CTO with the ability to automate processes that are currently manual and spreadsheet-dependent, such as the daily cash positioning for the City, Airport, and Water Department, as well as bank fee review and analysis. Another key benefit of the TMS will be having a centralized, secured and standardized system for administering more than 300 bank and investment accounts for the City.

In addition to the current RFI, CTO recently issued two RFPs for Investment Management Services and Armored Car Services and Smart Safe Equipment. The Investment Management RFP was issued to diversify funds and build a larger pool of eligible investment managers for the City's investment portfolio at the best price. The Armored Car Services and Smart Safe Equipment RFP was issued to provide the City a direct relationship to the service provider. Currently, the armored car relationship is managed by one of the City's banking partners. The goal for this new RFP is to allow the City the opportunity to establish its own relationship with a service provider and hold them accountable to various service level agreements established under a contract. Additionally, this RFP will allow the City to procure Smart Safes, which will provide a more controlled and safer alternative for the Departments of Revenue and Records to handle and expedite the deposit of the cash revenues that they collect.

CTO will issue and award two RFPs in December 2018 for banking and investment professional services: one for investment banking custodian services, and another for an authorized depositories lending studies consultant. The purpose of the custodian services RFP is to select a financial institution to serve as a

Custodian for the City. The selected applicant will safeguard funds that are not directed by an ordinance or bond indenture including the City's Consolidated Cash account.

The second RFP will be for an authorized depositories lending studies consultant. In December 2005, the City adopted legislation that requires the CTO to produce an annual report that examines the lending practices of the authorized depositories for the City of Philadelphia. In this report, the selected applicant will create a comprehensive analysis of mortgage lending and small business lending in Philadelphia, local bank branch details as they relate to consumer banking services, community reinvestment goals and fair lending performance of financial institutions authorized to receive City deposits under Chapter 19-201 of the Philadelphia Code.

<b>FY19 Strategic Goals</b>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Con-cash actual investment return (1 year) <sup>1</sup>	0.75%	0.92%	Meet and/or exceed portfolio benchmark	Meet and/or exceed portfolio benchmark

<sup>1</sup> Quarterly results are the annual returns at the end of each quarter for the Con-Cash investment portfolio (i.e. FY18 Q3 will be the total return of the portfolio from 4/1/17-3/31/18). The BAML three-month T-Bill Total Return for the one-year period ending was .49% and .86%, for 6/30/17 and 12/31/17 respectively.

**Sinking Fund:** The primary goal for the Sinking Fund Commission is to continue to make timely and accurate payment of all debt service for all of the City's credits.

<b>FY19 Strategic Goals</b>	
<b>FY19 Performance Measures</b>	
Measure	FY17 Actual
Continue to make timely and accurate debt service payments for all of the City's credits.	
Make the payment process more efficient while maintaining the appropriate internal controls.	

# COMMERCE

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## MISSION

The Department of Commerce helps businesses – large and small – thrive in Philadelphia. Reasonable office rents and cost of living, along with a ready workforce, make Philadelphia an ideal location for both established companies and for those looking to start a business. Because the city succeeds when business succeeds, Commerce has created a number of programs and special incentives to help companies prosper. Commerce works to attract and keep a diverse set of businesses; revitalize neighborhoods by building vibrant commercial districts; create a strong talent pipeline for Philadelphians to attain good, living-wage jobs; increase contracting opportunities for minority and women-owned businesses; support small businesses and improve access to funding.

Commerce accomplishes this work through the following programs:

- **Economic Development:** The Commerce Department's economic development activities are carried out by two offices: The Office of Neighborhood Business Services (ONBS) and the Office of Business Development (OBD). All services provided through these two offices are aimed at building a robust business environment in Philadelphia, increasing job opportunities, and ensuring a talent pipeline equipped for Philadelphia's rapidly changing and growing economy.

*The Office of Neighborhood Business Services (ONBS):* ONBS provides assistance and grants to businesses, especially on neighborhood commercial corridors. ONBS houses the Office of Business Services, which is a unit dedicated to supporting businesses in every stage of their growth.

*Office of Business Development (OBD):* OBD focuses on two primary areas: Business Attraction and Retention and Workforce Development. OBD works to attract companies, both domestic and international, to locate within Philadelphia, and fosters relationships with existing businesses to encourage them to remain in the City and grow employment in Philadelphia.

- **Office of Economic Opportunity (OEO):** OEO ensures that Minority-, Women-, and Disabled-Owned Business Enterprises (M/W/DSBEs) receive an equitable share of contracting opportunities with the City of Philadelphia, quasi-public agencies, and stakeholders in the private and nonprofit sectors. OEO maintains a registry of over 2,600 certified businesses as a critical resource for locating M/W/DSBEs that are ready, willing, and able to provide quality products and services.

## ACCOMPLISHMENTS

**Economic Development:** *The Office of Neighborhood Business Services (ONBS):* Over the past year, ONBS has continued to offer services to Philadelphia small businesses, neighborhood-based organizations, and commercial corridors to promote economic development throughout the city. These services include providing funding for neighborhood supports, such as commercial corridor managers, sidewalk cleaning services, and technical assistance for small businesses seeking loans. In the first half of FY18, ONBS provided funding through its Targeted Corridor Management Program and its Corridor Cleaning Program to serve 30 neighborhood pedestrian/transit-oriented commercial corridors across Philadelphia.

*Office of Business Development (OBD):* In the first half of FY18, OBD continued to work to attract and retain businesses in Philadelphia. For example, in the fall of 2017, online retailer and technology company Amazon.com, Inc. (Amazon) announced that it was seeking a location for a second headquarters known as "HQ2." In response to requests for proposals, the City collaborated with regional and state partners to put together a compelling proposal that demonstrates how Philadelphia can meet the talent and infrastructure needs of a large technology company like Amazon. A promotional website, *PhiladelphiaDelivers.com*, was also created as part of this response. In January 2018, Amazon announced that Philadelphia was on the shortlist of 20 cities being considered for HQ2, out of the 238 cities and regions that placed bids. Philadelphia's experience with this process has demonstrated the city's ability to compete on a world stage,

a fact that is also supported by the International Business team's ability to generate over 50 international business leads in 2017. Examples of leads that have translated into jobs or plans to establish businesses in Philadelphia include a German digital health company selecting Philadelphia for its first U.S. office and a United Kingdom technology company selecting Philadelphia for its U.S. headquarters. Moving forward, the content developed for the Amazon bid and the Philadelphia Delivers website will continue to be used to promote Philadelphia as it competes to attract additional businesses.

Another success over the past year was ensuring that Jefferson Health, one of the largest employers in the region, remained in Philadelphia. Jefferson Health has created strategic partnerships with several other health systems in the region and was searching for a new location to consolidate its headquarters and other corporate services. The company was considering locations outside the city and went through an evaluation of the benefits associated with each prospective location. Ultimately, Jefferson Health decided that remaining in Center City

Philadelphia, a location that is easily accessible via transit from multiple areas of the region, would be the best option to retain (900 current Jefferson employees) and grow (a projected 600 additional jobs over ten years) a highly skilled workforce.



*Torresdale Avenue, a commercial corridor in Tacony, Philadelphia.*

The Talent Development unit within OBD coordinates and develops opportunities that increase jobs for Philadelphians and supports the employment needs of Philadelphia employers. As part of Manufacturing Month in October 2017, the unit hosted a series of workshops and presentations for job-seekers on manufacturing industry jobs. Additionally, in 2017, members of the unit met with small businesses and Community Development organizations representing Philadelphia's diverse neighborhoods to understand both the workforce needs of businesses and employment needs of job-seekers. As a result, Commerce launched an online partner resource map in fall 2017. This map includes information about organizations throughout Philadelphia that can assist businesses of all sizes with their hiring and workforce needs. The organizations shown on the map can help with hiring individuals with specialized skills, creating customized training programs for current employees, providing wage subsidies for new employees, or creating opportunities to engage in the long-term development of the Philadelphia workforce system.

The Talent Development unit also participated in Philadelphia's first-ever citywide Workforce Development Steering Committee, a diverse body of stakeholders comprised of members representing the Greater Philadelphia Chamber of Commerce, School District of Philadelphia, Community College of Philadelphia, Philadelphia Works Inc., employers, institutions of higher education, workforce intermediaries, national and local policy experts, non-profit organizations, labor unions and philanthropy. The Steering Committee is co-chaired by the City's Managing Director and Commerce Director.

In February 2018, the Steering Committee launched a three-year strategy, Fueling Philadelphia's Talent Engine, which aims to close the skills gap in Philadelphia's workforce and fuel long-term economic growth. To drive implementation of Fueling Philadelphia's Talent Engine, the Mayor announced a new Office of Workforce Development. This new office will report jointly to the Managing Director's Office and Commerce Department. The new office will open in Spring 2018, and will include functions and staff from the MDO, Commerce, and the Office of Community Empowerment and Opportunity, as well as the entire Office of Adult Education (OAE). The new office will centralize, coordinate and elevate workforce development efforts across City government and with institutions, employers and stakeholders citywide.



*Mayor Kenney with students in a Career Technical Education program.*

Beginning in FY18, as part of Fueling Philadelphia's Talent Engine, the Talent Development unit partnered with the MDO to implement the City as Model Employer initiative, which is aimed at creating viable pathways to permanent employment for seasonal/temporary City workers, with a focus on providing individuals with job-specific training, educational/literacy supports, and enriching career experiences that adequately prepare individuals for positions in City departments or with private employers. In the pilot phase, the initiative will engage 200

individuals with barriers to employment, including disconnected youth and young adults, ages 16-24; formerly incarcerated and justice-involved individuals; immigrants, and adults lacking necessary workforce skills and credentials.

The Talent Development unit also worked in FY18 on the Fair Chance Hiring Initiative (FCHI), a pilot program designed to encourage businesses to provide Philadelphians with meaningful employment when they return from incarceration. FCHI was created to provide a more efficient alternative to the current Philadelphia Re-Entry Program (PREP) Tax Credit. If FCHI is successful, this program will be proposed as a permanent replacement for PREP in the future, and the City will look into other opportunities for grants.

During this first year, beginning July 1, 2017, the project was marketed and shared with small- and mid-sized employers through email, presentations, and word of mouth. As of this date, all 100 slots have been committed across seven different employers/businesses, hiring (through RISE participants referred to the employers) has begun, and interviews are being scheduled.

**Office of Economic Opportunity:** In FY17, the Citywide M/W/DSBE participation rate reached 33.8%, exceeding the FY17 goal of 33.0%, and marking a 1.7 percentage-point increase from the FY16 participation rate. The Office continued to support departments and offices in working to meet the Administration's goal of 35% participation for City and quasi-City contracts.

In the first half of FY18, OEO worked to expand its outreach, hosting nine informational and networking workshops attended by over 360 small businesses and creating the OEO Monthly E-Blast and Quarterly Newsletter, both of which email vendors with direct information about contracting opportunities. Additionally, OEO has worked closely with the Inspector General to ensure compliance with contracting rules and to ensure that the City's anti-discrimination regulations are enforced across all contracts.

## **PLANS FOR FISCAL YEARS 2019-2023**

**Economic Development:** *The Office of Neighborhood Business Services (ONBS):* Over the next few years, ONBS will enhance services in several key areas, focusing on increasing the support provided to small, primarily minority-owned, neighborhood-based businesses. ONBS will continue the Biz Coach program, which provides one-on-one coaching for small businesses to help them complete the application process for Commerce-funded initiatives. The Office will also increase its outreach to local businesses and grow the Capital Consortium program, which is a group of nonprofit and for-profit commercial lenders who work together with Commerce to improve access to capital for small businesses throughout the city. With the establishment and early success of the Capital Consortium, Commerce plans to expand the Consortium's reach through targeted advertising and improving the online access. Expansion will equate to a larger

number of applicants, loans, and referrals to technical assistance. Additionally, the Office will pilot an initiative to increase Storefront Improvement Program participation, targeting low-income neighborhoods with high rates of immigrant business ownership. The pilot will assist with upgrading storefronts on three commercial corridors, with the goal of attracting additional foot-traffic and private investment.

Another area of continued growth will be neighborhood business attraction and real estate development. In FY19, the Office will create 10-15 neighborhood market profiles designed to generate interest from developers, local and regional retailers and restaurants. The Five Year Plan also includes an additional \$500,000 per year in City funds to support commercial corridor revitalization through corridor cleaning and the InStore loan program, which is a forgivable loan program for businesses opening a new location or making improvements to an existing location.

*Office of Business Development (OBD):* In addition to its existing programming to attract and retain businesses and build Philadelphia's workforce, OBD has several new initiatives planned. OBD will complement the work of Visit Philly and the Philadelphia Convention and Visitor's Bureau to promote Philadelphia as a place for travel and tourism by leading a process of branding the City for business attraction. Additional marketing resources and efforts begun to attract Amazon HQ2 will be expanded to capitalize on other business attractions. OBD will also create the "North Star Project." A historical reference to equality and economic freedoms deserving of all people, the North Star Project is a collaboration with Black and Brown Founders (BBF) focused on providing access, equity and resources within the tech community. The annual summit for diverse startup founders will feature programming such as speakers on topics such as accessing capital, marketing, branding, and big data.

Over the next five years, the Office's Talent Development unit will partner with City Council to implement the Bank Works program, which will offer bank-teller training to un- and under-employed Philadelphians. In the first year of the program, which began in October 2017, the goal is to have 100 participants and an 80% job placement rate. The Talent Development unit will also continue to work on FCHI in FY19.

FY19 Strategic Goals				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Business Attraction and Retention: Number of businesses supported <sup>1</sup>	166	175	300	310
ONBS: Number of businesses supported <sup>2</sup>	4,665	2,667	4,800	4,900
Number of commercial corridors supported <sup>3</sup>	30	N/A	30	30
Business Attraction and Retention: Number of jobs created or retained <sup>4</sup>	4,162	N/A	4,200	4,300
ONBS: Number of jobs created or retained <sup>5</sup>	8,371	N/A	8,000	8,100
Individuals supported with college and career readiness <sup>6</sup>	48,400	N/A	58,000	58,000

<sup>1</sup> This measure is reported on a one-quarter lag, so the FY18 year-to-date number is for FY18 Q1 only. "Support" encompasses grants, technical assistance, consultation with OBS (businesses calling with questions and needing help with a city process), workshops for businesses, access to capital referrals, etc.

<sup>2</sup> "Support" encompasses grants, technical assistance, consultation with OBS (often businesses calling with questions and needing help with a city process), workshops for businesses, access to capital referrals, etc.

<sup>3</sup> This is an annual measure, representing the number of corridors where Commerce is funding corridor management and/or cleaning. Those are one-year contracts.

<sup>4</sup> This is an annual measure, which represents the sum of full-time jobs created (through business attraction efforts) or retained (through business retention efforts) in Philadelphia.

<sup>5</sup> This is an annual measure, which represents the current number of employees within a commercial corridor that is actively managed through ONBS funds, as well as new jobs created within a commercial corridor

<sup>6</sup> This is an annual measure. Commerce supports students through seminars, college fairs, professional development sessions, mentoring, and awareness campaigns.

**Office of Economic Opportunity:** OEO is committed to increasing Disabled-Owned Business Enterprises' (DSBEs') access to contracting opportunities. During FY19, OEO will plan and implement a third-party DSBE certification process. Also in FY19, OEO will launch its Compliance Hotline, which will allow contractors, subcontractors, and others to report compliance concerns anonymously.

Each year, the City pays a substantial percentage of its contract dollars to nonprofit organizations. While these non-profits cannot be categorized using the same M/W/DSBE classification that is used for for-profit entities, there are alternative ways of evaluating the diversity of their leadership and staff and tier two (subcontractor) spend with diverse businesses. OEO will develop a way of tracking and reporting this information to ensure that these contracted dollars are spent in a way that is consistent with the diversity goals of the Kenney Administration.

OEO will develop a strategy to support the growth and health of established mid-level Minority-Owned Business Enterprises (MBEs) and Women-Owned Business Enterprises (WBEs). The range of these firms, especially those in public works, is sparse, and growth of established minority-owned firms has remained flat over the past decade. Creating an environment supportive of mid-level firms will require coordination across sectors. Initial steps will include working with the Office of the Chief Administrative Officer to further improve turnaround time on payment to vendors; partnering with several public and non-profit agencies to provide a Bonding Education Program; and coordinating with City departments and offices to forecast when major opportunities for M/W/DSBE participation will be available and working with those agencies on targeted outreach to the vendor community.

OEO plans to increase the number of businesses in its registry by 10-15% per year, with the majority of this increase coming from businesses located within the City limits. Additionally, OEO will create the Emerging Vendors Program (EVP), a pilot project designed to increase the pool of new Philadelphia-based certified M/W/DSBEs and provide them with the tools to grow. Firms accepted into the EVP will be eligible to participate in the City's Rebuild Initiative (the transformation of parks, recreation centers, libraries and playgrounds) while receiving the back-end support and technical assistance needed to become certified M/W/DSBEs with a recognized third-party certification agency. The pilot will launch in partnership with Rebuild and if it is successful in improving participation and leading to the certification of new firms, will be rolled out as a Citywide effort.

M/W/DSBE participation rate performance measures throughout this document are annual, meaning that they are tabulated at year-end. Contracts are conformed throughout the year, and the rate may vary across quarters, depending on the value of contracts conformed to date.

FY19 Strategic Goals				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 only)	FY18 Target	FY19 Target
M/W/DSBE participation rate on contracts <sup>1</sup>	33.8%	N/A	33.5%	35.0%
Total dollar amount of awarded M/W/DSBE contracts (City-, quasi-, and federally-funded contracts) <sup>2</sup>	\$317M	N/A	\$335M	\$350M

<sup>1</sup> This is an annual measure, and it is tabulated at year-end. Contracts are conformed throughout the year, and the rate may vary across quarters, depending on the value of contracts conformed to date. This is the percentage of dollars committed (contracted) to M/W/DSBE firms divided by the total available dollars. This is collected through the City's various payments systems (SPEED, ACIS, etc.) and then confirmed with the OEO Officers from each department.

<sup>2</sup> This is an annual measure, and it is tabulated at year-end. Contracts are conformed throughout the year, and the rate may vary across quarters, depending on the value of contracts conformed to date. This is the amount of dollars committed (contracted) to M/W/DSBE firms divided by the total available dollars. This is collected through the City's various payments systems (SPEED, ACIS, etc.) and then confirmed with the OEO Officers from each department.

# COMMUNITY EMPOWERMENT AND OPPORTUNITY

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## MISSION

The Office of Community Empowerment and Opportunity (CEO) supports the economic growth of Philadelphia by alleviating the immediate impact of poverty on individuals, families and Philadelphia. CEO is the city's Community Action Agency (CAA): CAAs are private or public agencies created by the 1964 Economic Opportunity Act and federally designated to receive Community Services Block Grant (CSBG) funding.

## ACCOMPLISHMENTS

Job Creation and Workforce Development: CEO provides support for the Center for Employment Opportunities, which has a workforce training model that has a proven track record of connecting returning citizens to career pathways. The Center for Employment Opportunities is a nationally-recognized, evidence-based model for combating recidivism that provides adults with short-term, paid transitional employment while supporting their efforts to get and retain unsubsidized, full-time employment. CEO also includes PowerCorps PHL, which is an AmeriCorps initiative in partnership with EducationWorks and the Philadelphia Youth Network. This program connects young adults to career pathways and post-secondary education following six months of environmental service and workforce training with the Water Department and Philadelphia Parks and Recreation.

CEO also houses the Promise Corps program, which provides teams of AmeriCorps College and Career Ambassadors (CCAs) to four high schools in the West Philadelphia Promise Zone.<sup>35</sup> Each Ambassador provides 50 students in the tenth, eleventh, and twelfth grades with 20 coaching and advising sessions focused on creating and achieving a plan for their post-secondary life. Additionally, CCAs provide large-scale workshops on post-secondary options, host speakers at their high schools, and facilitate college tours with interested students. Promise Corps supported 1,063 students during the 2016-2017 school year and is currently supporting 904 students over the course of the 2017-2018 school year.

Benefits Access: CEO supports programs that help families and individuals access over 20 public benefits, such as the Supplemental Nutrition Assistance Program (SNAP), the Homestead Exemption, and the Low-Income Heating Assistance Program (LIHEAP). This work is driven by both CEO's Benefits Access Unit and the BenePhilly Centers, contracted by the City. Households seeking benefits can apply for benefits in-person or over the phone.



*The Benefits Access Mobile Unit increases access to public benefit enrollment for under-resourced communities.*

<sup>35</sup> Promise Zones are high-poverty communities where the federal government partners with local leaders to increase economic activity, improve educational opportunities, leverage private investment, reduce violent crime, enhance public health, and address other priorities identified by the community. The West Philadelphia Promise Zone is an economically distressed two-square-mile area in West Philadelphia where the City of Philadelphia and its partners are working to improve economic opportunities and quality of life.

The Benefit Access Unit and BenePhilly Centers also screen Philadelphians for EITC eligibility and refer eligible Philadelphians to Volunteer Income Tax Assistance (VITA) sites, some of which are co-located with the BenePhilly Centers themselves. CEO also provides direct support of the VITA sites through a contract with the Campaign for Working Families. Additionally, the Benefits Access Unit coordinated with Community Schools across the city in addition to visiting all City Council districts with the Benefits Access Mobile Office. City residents were screened for their eligibility for municipal, state, and federal assistance programs and if eligible, Benefits Access Specialists assisted in the application process for the Philadelphia Water Department's new Tiered Assistance Program (TAP). This program was introduced by the Water Department (PWD) and the Department of Revenue to better serve low-income customers and those experiencing special hardships. The program reduces monthly water and wastewater bills by providing customers with a consistent income-based bill.

**Vital Services:** Through the ID Philly program, CEO provided free photo identifications (ID) through the Pennsylvania Department of Transportation (PennDOT) for over 1,600 low-income Philadelphians. A state-issued photo ID is essential for securing a job, opening a bank account, obtaining housing, accessing Social Security and public benefits, accessing various forms of medical assistance, applying for college, and conducting a host of other critical activities. Many Philadelphians lack the \$29.50 needed to purchase a photo ID. ID Philly removes key barriers to accessing these critical services. CEO also continues working to establish a hardship waiver for photo ID with PennDOT to ensure a systemic, sustainable solution to providing ID to those who lack the necessary resources to obtain this necessity.

**Housing:** Addressing housing insecurity in a comprehensive manner requires coordination across many City departments and between public and private sector agencies. In the past year, the City responded by taking significant steps to bring these parties together. In October 2017, Mayor Kenney launched the Eviction Prevention and Response Task Force, charged with analyzing the causes, scale, and impact of evictions in Philadelphia and developing a plan of action. CEO's Housing Security Working Group forms the core membership of the Task Force and CEO's Executive Director serves as co-chair alongside the Director of the Office of Homeless Services (OHS). CEO provided direct assistance (using federal CSBG dollars) for eviction prevention by funding OHS's Homeless Prevention Program, a rental assistance program for families facing eviction. In FY17, 685 evictions were prevented through this program. CEO also continued to provide direct assistance to the Department of Public Health's Lead and Healthy Homes Program, which provides support to families with children under age six who test positive for elevated blood lead levels. In the last fiscal year, the program treated hazards in 273 homes, assisting 564 children.

The Housing Sub-Committee of the West Philadelphia Promise Zone, with support from the Philadelphia Housing Authority and outside consultants, developed a comprehensive housing plan for the Promise Zone. The comprehensive housing plan coordinates existing neighborhood plans developed by community organizations and other stakeholders within the Promise Zone boundaries and updates recommendations for six identified target areas. In FY18 and FY19, the Housing Sub-Committee intends to engage with the Division of Housing and Community Development (DHCD) to promote the use of City programs to assist residents facing tax foreclosure. Over the next year, CEO also intend to work on preserving units that have expiring subsidies in affordable housing developments in the Promise Zone.

**Economic Security:** Unemployment, unpredictable income, and lack of emergency savings all take a toll on families living in poverty. Vulnerable communities need a spectrum of income supports, money management services and asset-building opportunities to secure their financial futures. CEO continues to work with partner agencies to ensure that residents have access to quality financial empowerment services. Through a three-year grant provided by Bloomberg Philanthropies from 2013-2016, CEO and its nonprofit partner operated seven Financial Empowerment Centers (FECs) across the city. These Centers continue to operate with CSBG funds and other grant funding. Since inception, these FECs have provided free one-on-one financial counseling to over 12,000 clients.

CEO also supported efforts in the Paschalville neighborhood by providing financial empowerment services to residents seeking improved employment opportunities through the Free Library's new Job Readiness Lab. As part of this effort, CEO worked with an outside partner to provide workshops to improve the interview skills of attendees and encouraged participants to get used to telling stories about themselves, including in the practice sessions stories about their financial lives. The goal of including this material was to learn from individuals why financial empowerment interventions do or do not reach them.

Finally, CEO worked with a Family Savings Account program, providing matching funds for participants' savings. The match is provided dollar-for-dollar up to \$2,000. The savings and the match funds can be used to purchase a home, start a business, or pursue higher education. The program is a 24-month program that CEO took over in month 18 from another organization. Since CEO took over the program in June 2017, \$32,000 in assets have been purchased by participants in the program. The program also provides its participants with at least 10 hours of financial literacy education, counseling, or coaching.

## **PLANS FOR FISCAL YEARS 2019-2023**

CEO is undertaking a collaborative planning process to reposition the department in support of the Mayor's overarching anti-poverty agenda. In FY19, CEO intends to publish a revised set of goals and strategies to guide work that is complementary to the Administration's other anti-poverty initiatives. This will include transferring some current functions to other departments.

**Job Creation and Workforce Development:** With the development of the City's new Office of Workforce Development (OWD), CEO will transition its Workforce Development Steering Committee responsibilities and workforce staff to the newly-created office. In FY19, PowerCorps PHL will also transition to OWD.

**Benefits Access:** CEO will continue to coordinate to maximize equity in its allocation of Benefit Access Unit, Benefit Access Mobile Unit, and BenePhilly resources over the next five years by targeting the highest-poverty neighborhoods and populations that have the least access to resources. The Benefits Access Unit consists of staff persons who enroll Philadelphians in public benefits. It also includes the Benefit Access Mobile Unit, a van that can be driven to events or locations in high-needs areas. Participants meet with Benefit Access Specialists and enroll in benefits in the van.

**Vital Services:** CEO's Food Access work is transitioning out of CEO and into the Office of Homeless Services (OHS). By housing this program at OHS, the work will be strengthened by its proximity to other programs and services that support overlapping populations.

**Housing:** Through its participation on the Eviction Task Force, CEO will support the development and release of the Eviction Prevention and Response Plan and will work with the Managing Director's Office to recommend and implement the recommendations of that Task Force to support families facing eviction.

**Economic Security:** CEO plans to continue its financial empowerment work in FY19 through existing CSBG funds, to serve clients with the same menu of services previously provided through the FECs. CEO will also work with financial institutions to roll out BankOn 2.0, a revamp of a national platform that supports local efforts to connect consumers to safe, affordable bank accounts and financial services.

FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
<i>Benefit Access</i>				
Total applications submitted <sup>1</sup>	12,534	3,347	9,000	9,000
Total confirmed enrollments <sup>1</sup>	5,447	1,044	4,400	4,400
<i>Economic Security</i>				
Number of people with credit score raised by at least 35 points <sup>1</sup>	126	22	40	40
Number of people connected to asset-building vehicles <sup>2</sup>	45	7	20	20
Number of people who received free tax preparation and filing services <sup>3</sup>	3,200	N/A	3,200	3,200
Number of people who obtained the Earned Income Tax Credit <sup>4</sup>	1,967	N/A	1,500	1,500
<i>Housing Security</i>				
OHS EARU: number of households assisted <sup>5</sup>	685	203	400	400
DPH CLPP and Healthy Homes Healthy Kids: number of households assisted <sup>6</sup>	273	89	250	250

<sup>1</sup> Targets are based on contractual goals. In FY17, the provider exceeded the target outcomes.

<sup>2</sup> Goals have been reduced due to the end of grant funding for this project.

<sup>3</sup> This is an annual measure. Data is not available until the end of the fiscal year, as tax season starts in the second half of the year. Targets are based on contractual goals.

<sup>4</sup> This is an annual measure. Data is not available until the end of the fiscal year, as tax season starts in the second half of the year. Targets are based on contractual goals. In FY17, the provider exceeded the target outcomes.

<sup>5</sup> Targets are set based on providing a set number of clients with a budgeted amount, but often the amount given is less than the maximum and more clients can be served beyond the target.

<sup>6</sup> Targets are set based on providing a set number of clients with a budgeted amount, but often the amount given is less than the maximum and more clients can be served beyond the target. FY18 YTD only reflects numbers through October only, due to a lag in reporting.

# EDUCATION

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## MISSION

The Mayor's Office of Education (MOE) provides leadership to improve education in the City of Philadelphia. To achieve this mission, MOE creates policies and programs to expand access to quality pre-kindergarten (pre-K) for Philadelphia families; support the creation of community schools, designed to strengthen local schools by removing barriers to student success; facilitate collaboration and partnership among many stakeholders in order to strengthen the local education landscape; and advance key educational policy.

MOE accomplishes this work through the following programs:

- **Policy, Programs, and Public Engagement (PPPE):** This program collaborates with diverse external stakeholders to develop policy and programs that are dedicated to strengthening local schools and supporting educational initiatives across the city. PPPE advocates at all levels of government for both increased education funding for pre-K to 12th grade and the fair and equitable distribution of educational resources. This advocacy is key to the sustainability of MOE's two key initiatives, PHLpreK and Community Schools. PPPE also connects constituents to citywide educational programs and resources, monitors MOE's budgets and contract compliance, and supports the Administration in the transition of the School Reform Commission to a mayor-appointed Board of Education.
- **PHLpreK:** The Administration is committed to providing free, quality pre-K for up to 5,500 three- and four-year-olds over the next five years. Before implementation of PHLpreK, more than 17,000 children in the city between the ages of three and four did not have access to quality pre-K programs, and the overarching goal of this program is to make quality early childhood education affordable and accessible for Philadelphia's families.
- **Community Schools:** Mayor Kenney is committed to creating 20 community schools in Philadelphia by FY23. Community schools are traditional District-run schools where there is a strategic, coordinated plan that aligns services from the City and community service providers. These services are aligned to address the broader set of needs that children have, such as health, social/emotional needs and expanded learning opportunities. Community schools also strengthen neighborhoods by improving access to programs, services, and supports for the children and families of Philadelphia. This effort is a collaboration between the City and the School District of Philadelphia.



*A PHLpreK student writes her name on a graduation certificate during the Pre-K Move Up Ceremony.*

## ACCOMPLISHMENTS

**Policy, Programs, and Public Engagement (PPPE):** The biggest change in Philadelphia's K-12 education landscape this year was the decision to dissolve the School Reform Commission (SRC), which since 2001 has overseen the School District of Philadelphia. In November 2017, the SRC voted to dissolve, and the

Pennsylvania Secretary of Education certified this decision in December. With dissolution of the SRC, control of the District will return to a locally-appointed Board of Education. During the transition, PPPE staff has worked closely with the Mayor's Office to ensure a smooth transition of governance and to launch a formal process to appoint a new Board of Education. Specific activities included launching a public survey completed by over 3,000 Philadelphians, and organizing information sessions for residents and stakeholders to ensure that their views are part of the process.

Other accomplishments from the past year include administering the Philadelphia City Scholarship. The Scholarship provides recipients \$1,000 per year for up to four years of college and is intended for Philadelphia graduates who will attend college in the five-county area. The PPPE team manages administration of the scholarship for up to 200 recipients who are currently enrolled in college. This process includes advertising the scholarship application, coordinating the selection process and convening the city-wide selection panel, and distributing scholarships.

PPPE also focused on expanding the reach of its communications. This work included training staff on best practices related to traditional and social media, developing a communications handbook, and partnering with other City departments to promote key education initiatives. These efforts have not only benefited MOE's programs over the past year, but will also reach additional residents as the programs expand.

Communications staff also supported the PHLpreK and Community Schools initiatives. MOE advertised the PHLpreK enrollment process through a social media campaign, promotional video, media outreach, paid advertisements, and targeted flyering, resulting in full enrollment prior to the kickoff of the second PHLpreK cohort in September 2017. For Community Schools, events were promoted through social media and press outreach, community resource guides were created and disseminated in schools, and neighborhoods were targeted with mailings. Communications staff is also working closely with PHLpreK to create print and online materials about career pathways and resources in the Early Childhood Education field.

**PHLpreK:** In June 2017, MOE kicked off its second enrollment cycle for PHLpreK. Through this process, the City has funded free, quality pre-K seats for 2,700 children. Eighty-one percent of these children come from families with household incomes at or below 200% of the Federal Poverty Level, which equated to \$40,840 for a family of three in 2017. Seats were funded at 86 early education providers across the city that reflect Philadelphia's diverse early learning community. Providers include small, family child care businesses operating in residential properties, larger neighborhood-based centers, non-profit organizations, and school-based programs. Providers were selected after a robust application and review process and are required to participate in the Commonwealth of Pennsylvania's quality rating and improvement system, Keystone STARS, which builds on the health and safety requirements of child-care certification.

PHLpreK has had a profound impact on increasing quality early learning seats in a very short period of time. For example, PHLpreK has focused on beginning to close the gap in high-need areas throughout the city that lack quality pre-K. This has been accomplished by partnering with 39 "Growth providers," or centers that have received a "STAR 1" or "STAR 2" rating through the Keystone STARS program and have demonstrated a commitment to earning a STAR 3 quality designation by June 2018. With the support of PHLpreK, 22 of these "Growth providers" have increased their rating to STAR 3 or STAR 4. As a result of these supports, up to 1,151 licensed seats at PHLpreK providers have improved in quality. (This includes seats in infant, toddler, and preschool classrooms.)

While PHLpreK's largest investment is the \$8,500 per child subsidy, which covers instruction for the school day and school year, the program also provides technical assistance, professional development, and capacity-building supports to help providers strengthen their businesses and improve quality. These resources and opportunities include:

- Convening a "Director's Institute" course for program directors and administrators, providing instruction on using program assessment data to support continuous quality improvement.
- Funding classes through the Community College of Philadelphia to certify Early Childhood Education teachers so that they can earn the Child Development Associate credential.
- Funding a three-credit Community College of Philadelphia course for PHLpreK teachers on curriculum and instruction.
- With funds from the PNC Foundation, designing and implementing a four-month Business Institute for PHLpreK providers.
- Purchasing "Creative Curriculum" kits and providing day-long trainings to introduce providers to this proven, state-approved curriculum.
- Providing ten hours of individualized small business technical assistance and back-office support for 35 "Growth providers."
- Funding enhancements for classrooms, including a reading nook, a library of preschool books, a gardening kit, musical instruments, math manipulatives, and sand and water tables.
- Sponsoring 37 providers' membership in the Delaware Valley Association for the Education of Young Children, a network of early learning professionals that offers access to additional professional development, technical assistance and resources.



*Laverne Cheeseboro, owner of PHLpreK provider Heavenly Made Creations, poses with a mother and her son, who is enrolled in PHLpreK.*

Through its workforce development efforts, PHLpreK also connected educators to professional development and continuing education opportunities. Despite PHLpreK centers making up only 5% of pre-K centers in the city, 25% of the Philadelphia recipients of the Commonwealth's Teacher Education and Compensation Helps Scholarship (also known as T.E.A.C.H.) are associated with PHLpreK providers. This helps early childhood education professionals continue their education by covering a majority of the cost of tuition, books, and travel as they pursue a new degree or credential.

PHLpreK has also partnered with the Office of Economic Opportunity (OEO) to provide a pathway for providers to become Minority-, Women-, Disabled-Owned Business Enterprise (M/W/DSBE)-certified. Currently, 50 providers are eligible for M/W/DSBE certification. Becoming certified will allow providers to benefit from being part of the City's OEO registry.



Southwark students pose with Mayor Kenney after filming an *Ask Kenney* episode at their school over the summer. Southwark School is a City of Philadelphia-designated community school.

**Community Schools:** At the beginning of FY17, MOE expanded the Community Schools program by three new community schools. Twelve schools are now community schools, serving more than 6,500 students, over 70% of whom come from economically disadvantaged families. Just as every neighborhood in Philadelphia has its distinct characteristics, so do community schools. School priorities are determined by the input of many stakeholder groups through needs assessment surveys, focus groups, one-on-one interviews, and Community School Committee input. At the end of the needs assessment process, a school plan is developed, laying out the interim and long-term goals of the school. Through this process, Community Schools has identified five key mission areas in which to invest resources:

- 1) *Basic needs:* increasing access to healthy food, clothing and housing;
- 2) *Health and wellness:* connecting students, families and community members to physical health and social/emotional wellness resources;
- 3) *Economic stability:* increasing access to benefits, job opportunities and training, adult education, and supports for immigrants;
- 4) *Youth learning and development:* connecting students to jobs, internships, and apprenticeship opportunities; and
- 5) *Strong communities:* increasing community involvement through cultural opportunities and neighborhood beautification.

Work on the implementation of community school plans has included many City departments and offices. For example, MOE staff collaborates with the Department of Public Health, the Office of Adult Education, and the Office of LGBT Affairs to increase access to health services in schools, provide a wider selection of adult education classes for communities, and to ensure that all youth are in safe and supportive environments. Additionally, staff has worked with community partners to send children home with healthy foods; stock food pantries to provide additional food to families and community members; provide healthy/fresh food stands to increase access to produce; and offer nutrition and cooking classes for parents and community members.

Additional supports for community schools have included providing more than 5,000 items of clean clothes and toiletries to students and families; hosting recurring community engagement events meant to provide resources to parents, students, and community members; engaging community, corporate, and philanthropy partners in a series of volunteer days at community schools; and identifying additional opportunities to support learning and expose students to work environments and technology.

In FY18, Community Schools finalized a Memorandum of Understanding (MOU) with the School District of Philadelphia to implement the Community Schools strategy in traditional District-run schools. This MOU enables City employees, District administrators, and school staff to work collaboratively and increase access to programs and services that benefit the students and families.

In calendar year 2017, the Office used grant funds to contract with an evaluator who produced a Progress Report on the first year of the program. The report indicated areas of success as well as opportunities for additional development and growth. Examples of early indicators of success include the collection of school and community data, goal-setting and planning processes, alignment of services to community needs, and outreach to families and community.

## **PLANS FOR FISCAL YEARS 2019-2023**

The Philadelphia Beverage Tax (PBT) was implemented in January of 2017 to fund several key initiatives of the Kenney Administration, including PHLpreK and Community Schools. The City has been in ongoing litigation regarding this revenue source. As a result of the litigation, the City has held a portion of the PBT funds in reserve and consequently has not been able to fully roll out these programs as originally planned. This has caused a delay in the rollout of the programs and this is reflected in the numbers presented in this chapter. Additionally, initial projections for this new tax estimated that it would generate around \$92 million annually. For the FY19-23 Five Year Plan, the City has revised its revenue estimates for the tax. The Plan projects that the PBT will generate around \$78 million in FY19, a number that is informed by the first full year of collections. The PBT is the City's only source of revenue for PHLpreK and Community Schools, which means that the programs it funds will be modified to be consistent with the revised revenue projections.

A portion of the revenue generated by the PBT was reserved while the litigation is ongoing, and in FY20, assuming the lawsuit is resolved in the City's favor, those reserved funds will be made available to support professional development, technical assistance and capacity-building supports for pre-K providers.

**Policy, Programs, and Public Engagement (PPPE):** This program will continue to inform and engage the public around MOE's two key educational initiatives: PHLpreK and Community Schools. Through roundtable discussions, traditional and new media campaigns, and other public forums, MOE will work to ensure all PHLpreK sites are fully-enrolled, thereby helping more children enter kindergarten with the literacy, social, and behavioral skills that they need to thrive. This program will also continue to inform residents about the goals established by the strategic plan for each community school and the ways that individuals, students, educators, and businesses can participate.

Over the next year, PPPE will support the transition to a newly appointed School Board. PPPE will also continue to connect constituents to citywide educational programs and resources.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Continue to support constituents in accessing educational resources and services.</li> <li>Support the smooth transition to a locally-appointed Board of Education.</li> <li>Expand outreach to high school seniors eligible to apply for the City of Philadelphia Scholarship.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Average response time for constituent requests and referrals to outside education services, where applicable (days)	3	2	3	2

**PHLpreK:** Over the next five years, PHLpreK plans to increase the number of locally-funded pre-K seats in neighborhoods that lack access to affordable, quality options to 5,500 seats in FY23. The expansion, however, will depend on the outcome of the litigation surrounding the Philadelphia Beverage Tax (PBT), which funds the program. While litigation is ongoing, full expansion of the program will not be possible and the City will hold the number of seats steady at 2,000. If the litigation is resolved in the City's favor, MOE will begin to expand the program, with 3,000 seats in FY20, 4,000 seats in FY21, 5,000 seats in FY22 and 5,500 seats in FY23.

A portion of PBT funding for PHLpreK has been set in reserve until the litigation is resolved. This set-aside includes funding for professional development, technical assistance, and classroom supports. If the litigation is resolved in the City's favor, reserved funds will be made available in the form of additional funding to support the expansion of quality pre-K providers.

In the meantime, PHLpreK will work to ensure that there is a sufficient number of qualified, early childhood education professionals available by implementing a strategy to increase the number of credentialed teachers and directors in pre-K programs to meet the workforce demands created by PHLpreK. To meet teacher demand, the program will convene key stakeholders to implement a strategy for growing the early childhood education workforce and will propose a salary and wage scale to accommodate the increased enrollment while meeting the City's expectation for fair compensation for all PHLpreK providers. The FY19-23 Plan includes \$4.3 million in funding to provide these supports.

Over the next five years, MOE will continue to leverage the City's investment in PHLpreK for additional foundation, corporate, and individual donations and will work with participating PHLpreK providers that continue to meet contract requirements and quality standards, while also affording new pre-K providers the opportunity to be a part of the initiative as funding permits.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Enroll 2,000 children in quality pre-K for the 2018-2019 school year.</li> <li>Work with PHLpreK providers to ensure they have the resources to achieve and maintain quality.</li> <li>Strengthen the PHLpreK workforce through increased participation in professional development, continuing education, and instructional coaching.</li> </ul>				
FY19 Performance Measures				
Measure <sup>1</sup>	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of children enrolled in PHLpreK	1,996	2,000	2,000	2,000
Number of teachers receiving career pathways and coaching supports <sup>2</sup>	N/A	18	25	25
Number of PHLpreK providers that are STAR 3 and 4	61	69	69	86

<sup>1</sup> While PBT litigation is pending, additional funding for the expansion of programs supported by the tax, such as PHLpreK and Community Schools, is being held in a reserve.

<sup>2</sup> This is a new measure for FY18, so data is not available for FY17.

**Community Schools:** Expansion of this initiative will also continue over the FY19-23 Plan, with 20 Community Schools in place by FY23. While litigation is ongoing, full expansion of the program will not

be possible and the City will hold the number of community schools at 12. If the litigation is resolved in the City's favor, MOE will expand the program, with 14 community schools in FY20, 16 community schools in FY21, 18 community schools in FY22, and 20 community schools in FY23.

As the initiative expands, Community Schools will continue to develop and operationalize new site-specific plans for each designated community school to establish services and supports. Through collaboration with other City departments and community partners, Community Schools will develop cross-departmental strategies to support the entire system of community schools.

Community Schools has contracted with a consultant to conduct a process and impact evaluation for the 2017-2018 school year. The consultant will evaluate the quality of community school implementation, measure interim outcomes including participation and satisfaction with services, analyze the relationship between implementation and outcomes, and create the foundation for tracking longer-term outcomes. Additionally, MOE will use a Social Return on Investment analysis to assess and guide future work.

<b>FY19 Strategic Goals</b>				
<b>FY19 Performance Measures</b>				
Measure <sup>1</sup>	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Milestone: Complete a needs assessment and strategic plan for each community school <sup>2</sup>	9	N/A	12	12
Milestone: Implement three programs per school as identified by a community school's strategic plan <sup>3</sup>		N/A	27 total programs implemented in 9 schools	36 total programs implemented in 12 schools

<sup>1</sup> While PBT litigation is pending, additional funding for the expansion of programs supported by the tax, such as PHLpreK and Community Schools, is being held in a reserve.

<sup>2</sup> This is an annual milestone measure.

<sup>3</sup> This is an annual milestone measure. This is a new measure for FY18, so data is not available for FY17.

# FINANCE

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## MISSION

The Office of the Director of Finance (Finance) is charged with overseeing the City's financial, accounting, and budgetary functions, including establishing fiscal policy guidelines; overseeing the City's budget and financial management programs; and recording and accounting all City financial activities. Finance administers the City's payroll activities and risk management functions, issues financial reports, and oversees expenditures and reports on all grants.

Finance accomplishes this work through the following programs:

- **Executive Direction:** The Office provides oversight for the City's fiscal policy, the various divisions within the Finance Department listed in this section, and for agencies that report to the Director of Finance, including the Treasurer's Office, the Revenue Department, the Office of Property Assessment, and the Philadelphia Board of Pensions and Retirements.  
*The Mayor's Office of Grants:* The Grants Office facilitates strategic and collaborative grant submissions that align with the Mayor's priorities and increase the federal, state, and philanthropic funding that is available to agencies and organizations that benefit the City.  
*OnePhilly:* OnePhilly's role is to oversee the modernization of the City's human resources, payroll, pensions, and fringe benefits systems, along with associated business process improvements.
- **The Accounting Bureau:** Accounting records the City's financial activity, maintains the City's centralized accounting system, establishes and enforces Standard Accounting Procedures for the management and expenditure of all dollars to ensure that proper internal controls are in place to safeguard City funds, processes payroll for all City employees, processes vendor payments, and issues financial reports.
- **The Office of Budget and Program Evaluation (OBPE):** OBPE ensures the City's long-term fiscal health while providing the resources necessary for City programs and services to operate efficiently and effectively and to serve all Philadelphians equitably.
- **The Office of Property Data (OPD):** OPD manages a cohesive program to collect, maintain, and distribute current and accurate property information and acts as a central point for all property data to ensure consistent addressing across City agencies.
- **The Risk Management Division:** Risk Management works to reduce the financial impact of claims, lawsuits, and employee injuries to the City; reduce the corresponding frequency and severity of these events through the application of professional risk management techniques; and provide a safe work environment for employees and the public.

## ACCOMPLISHMENTS

**Executive Direction:** In FY17, Finance collaborated with the Mayor's Office of Labor, the Law Department, and the Board of Pensions, and received City Council approval, to implement pension reforms negotiated with District Council 33 (DC33). Current DC33 members are making additional contributions, with those at higher salaries paying higher contribution rates, and new hires participating in a stacked hybrid pension plan, which is a combination of a defined benefit plan up to a certain level of pay with a defined contribution plan on top. Building on that effort, in FY18, Finance collaborated again with the Mayor's Office of Labor, the Law Department, and the Board of Pensions to achieve pension reforms through the Act 111 Interest Arbitration with the Fraternal Order of Police (FOP). As detailed in the August 2017 award, most current officers will pay an additional 1.84% to the pension fund by FY19 (+0.92% in FY18, +0.92% in FY19), and new hires pay an additional 2.5% in contributions effective July 1, 2017. These additional FOP contributions will provide more than \$160 million in additional resources to the Pension Fund through FY31. The Administration continues to work with City Council to apply the DC33 reforms to exempt and non-represented employees, as well as to elected officials. Additionally, the Administration is continuing

work with the unions to expand pension reforms to the International Association of Fire Fighters Local 22, and District Council 47 for incorporation into their new labor agreement/arbitration award. The goal is to achieve pension reform for the entire City workforce, helping improve the long-term health of the pension fund.

*The Mayor's Office of Grants:* The Grants Office advances policies and coordinates practices to effectively compete for public and private resources to support City services and collaborative partnerships. Services include advising the Mayor and agency administrators on how the City can best compete for grants; fostering coordination among City agencies and partnerships with private and public sectors; establishing policies of ethical and accountable grant management; and supporting departments and programs with effective grant implementation. In collaboration with City agencies, the Grants Office participated in the following:

- Secured more than \$6 million in private grant awards for the Mayor's strategic priorities, including Out-of-School-Time system-building initiatives; diversity, equity and inclusion policy development; the Better Bike Share partnership; and early learning initiatives.
- Supported the Mayor's Office of Education in developing resource plans and securing nearly \$100,000 in private grants and in-kind donations for the Community Schools initiative.
- Participated with the regional philanthropic network to develop the public/private resource strategy for the Rebuild initiative.
- In coordination with the Grants Accounting Unit in the Accounting Bureau, the Office updated grants compliance policies and helped lead a grants management training for departmental staff.

*OnePhilly Project:* In FY18, OnePhilly continued efforts to replace current human resources, payroll, time and attendance, benefits, and pensions systems with one integrated system that will allow for more efficient operations and improve services for employees. The project was interrupted briefly between June and November due to a vendor bankruptcy, but continued with limited staffing during that time. The City contracted with a replacement vendor in November 2017 and remains on-schedule for implementation to occur in December 2018/January 2019.

**The Accounting Bureau:** Accounting records all financial activity of the City and efficiently processes vendor payments as well as City employee payroll payments on a timely basis. In FY18, Accounting continued making improvements to the vendor payment website to make it easier for vendors to find the payments that have been made and the status of payments that are in process.

Each year, Accounting completes the City's Comprehensive Annual Financial Report (CAFR), and has achieved the certificate of excellence in financial reporting for the past 36 years from the Government Finance Officers Association (GFOA). The CAFR includes the appropriate incorporation and adherence to all Governmental Accounting Standards Board (GASB) pronouncements. In FY18, Accounting worked to ensure compliance with recent GASB pronouncements regarding tax abatement disclosures (GASB 77), blending requirements for certain component units (GASB 80), and additional amendments on pension reporting (GASB 82).

Accounting accounts for all grant-related activity centrally in accordance with Federal Government and Commonwealth of Pennsylvania audit requirements. The Code of Federal Regulations (CFR) related to federal grant awards was updated with new Office of Management and Budget (OMB) Uniform Guidance, and the Grants Accounting Unit adopted all changes and successfully completed the FY16 Schedule of Expenditures and Financial Activity (SEFA) in accordance with all new Uniform Guidance, resulting in a clean audit opinion from the City Controller.

Beginning late in FY17, Accounting started providing departments with ongoing training related to certain Standard Accounting Procedures and internal control procedures. The first session was held in late FY17 and focused on adherence to petty cash. A second session related to grants management policies and procedures was held in mid-FY18. These sessions were well-attended and will be continued to educate

departmental budget and accounting staff in proper internal control procedures. Eighty-five individuals attended the petty cash training, and approximately 125 attended the grants training.

**The Office of Budget and Program Evaluation (OBPE):** In July 2016, OBPE began implementing program-based budgeting, which is a “best practice” municipal budgeting tool designed to make the budgeting process more efficient and effective. This tool enables municipalities to organize all budgetary information around programs and services. Program-based budgeting provides a clearer picture of the services that the City delivers to Philadelphians, identifying how much money is spent on each program, analyzing any revenue generated by each program, and assessing how well each program is performing.

For the first year of the implementation, OBPE worked with 20 departments to prepare their FY18 budgets by program. Beginning in June 2017, OBPE began working with a second cohort of 11 departments to prepare their FY19 budgets by program. When the FY19 Budget Detail is produced in March 2018, a total of 31 department budgets will reflect the new program-based budgeting format, providing greater detail and transparency to elected officials and the public.

As more departments have transitioned to program-based budgeting, OBPE has worked to update the forms that departments use to request new funding. Departments are now required to more clearly illustrate the outcomes of any new requests, including how the request will impact service delivery, and to propose methods for evaluating this impact. OBPE updates and reviews performance metrics to send to the Pennsylvania Intergovernmental Cooperation Authority (PICA) in the Quarterly City Manager’s Report on a quarterly basis, and has taken steps to establish internal protocols for quarterly performance measure collection and review.



*Mayor Kenney delivers his Fiscal Year 2018 Budget Address.*

OBPE has also continued to work to strengthen the City’s financial position through careful monitoring of the City’s revenues and expenditures, with the longer-term goal of achieving a General Fund fund balance that is 6-8% of General Fund revenues. Having a healthy fund balance gives a city a financial cushion to protect against current and future financial risk, ensure predictability of services, and manage cashflow needs. The City ended FY17 with a fund balance of \$189.2 million, or 4.6% of revenues. While this fund balance is below the City’s target, it is higher than the City’s original projection of \$40.3 million and provides the City with a greater financial cushion for FY19 and beyond.

In partnership with City Planning Commission staff, OBPE also improved the budget process related to the six-year Capital Program over the past two fiscal years. Departmental requests are now evaluated based on critical need, life safety, ability to leverage other funding, and, critically, the capacity to manage additional resources, evaluated upon the ability of the department or agency to have utilized prior year funding. Departments are also asked to demonstrate how their funding request impacts their operating budget and performance measures, to improve the way that the operating and capital budgets align.

**The Office of Property Data (OPD):** OPD continues to be involved integrally in several projects of strategic importance to Finance, and for the Office of Property Assessment (OPA) in particular. OPD is

providing oversight and staffing for the Computer-Assisted Mass Appraisal (CAMA) system implementation project and ongoing annual City-wide reassessments. The CAMA system will provide modern technology to assist OPA in conducting property assessments and revaluations quickly and consistently and with sharing assessment and appeals information more efficiently among City agencies. Contract negotiations with the CAMA vendor have been completed and the implementation phase began in October 2017.

In addition, OPD continues work on other projects to improve accuracy and consistency in how addresses are shared across City departments and agencies. OPD is partnering with the Office of Innovation and Technology (OIT) and its Geographic Information Systems (GIS) unit to implement 11 key recommendations from the Municipal Street Addressing Analysis Report that was completed in FY16. OPD completed two of those recommendations in FY17 and expects completion of an additional project/recommendation, as well as significant progress on two others, by the end of FY18. The FY18 activities include completion of a process begun in FY17 for documenting deed discrepancies and sharing this information with other City agencies. Additional FY18 activity completed includes progress toward development and implementation of City-wide address assignment policies and identification of the City Addressing Authority. The Addressing Authority will be responsible for the assignment of all official City addresses for taxable and non-taxable parcels, enforcing standard conventions across agencies, managing sub-addresses, and assisting in the management of the spatial relationship to the underlying parcel.

**The Risk Management Division:** Risk's Recovery Unit actively pursues third parties, such as insurance companies, organizations, and private citizens, for damages they caused to City property, and actively coordinates the subrogation activities of the City's Employee Disability Program Third-Party Administrator (TPA). Through its Insurance and Contracts Unit, Risk also manages, coordinates, and actively pursues subrogation activities for the Division of Aviation and all other losses, regardless of department, where an insurance policy is in place. For the last three fiscal years, FY15-FY17, Risk Management returned an average of \$2.5 million in recoveries to the General Fund per year. To date for FY18, Risk has realized slightly over \$3 million. Although the FY18 increase was partly due to one large \$1.3 million recovery in December 2017, Risk believes it will be able to maintain this level at \$3M going forward.

Risk's Employee Disability Unit is responsible for maintaining a comprehensive and cohesive disability program for all employees who are injured during the course and scope of their employment with the City. Risk plays a vital role in reducing costs that would otherwise be spent on claims and claims-related issues, making resources available for other beneficial uses throughout the City. Risk continues its efforts to reduce the number of open and litigated claims through aggressive pursuit of settlement by compromise and release. While immediate savings are not seen, this will result in longer-term savings because settled claims result in a one-time up-front payment rather than a benefit that spans multiple years into the future, which is generally the result of litigated claims. New case law may limit Risk's ability to achieve settlements, but efforts will continue to settle where possible and use other available tools to manage and reduce longer-term costs.

The Third-Party Claims group has worked effectively to handle all non-litigated liability claims made by parties who believe the actions of the City have caused them losses through either property damage or bodily injury. Risk reduced settlement costs to \$1.3 million in FY17 (down from \$2.5M in FY16), achieving its goal of maintaining General Fund settlement costs below \$1.5 million. For FY18, Risk remains on-target to meet the goal of keeping total settlement costs below \$1.5 million.

## PLANS FOR FISCAL YEARS 2019-2023

**Executive Direction:** The Office of the Director of Finance will continue to work with the Treasurer's Office, OBPE and other departments to maintain the City's "A" category ratings for its General Obligation (GO) debt from all three major rating agencies (A2 (Moody's), A+ (Standard & Poor's), and A- (Fitch)) and to get the negative watches from Moody's and Standard and Poor's removed. Being on negative watch

means that there is a possibility the City will be downgraded. One important factor in getting those negative watches removed will be whether the City can improve its fund balances.

The Office of the Director of Finance will also continue to work with the Mayor's Office and City Council to ensure that the School District of Philadelphia has the appropriate level of funding.

*The Mayor's Office of Grants:* The Grants Office will continue to secure new public and private resources and ensure the successful implementation of existing resources. The Grants Office plays a supporting and consultative role with agencies and strategic initiatives across the city by assisting departments in planning to develop resources and deploy them effectively with other governmental, community, and philanthropic partnerships. The Office helps departments craft competitive grant applications and assists with the design of program strategies and outcomes to align with program resources. In addition to these efforts, the Grants Office helps departments identify new resources by researching and forecasting grant opportunities, with a current focus on engaging new local and national funders, state funding streams, and corporate collaborations.

The Grants Office also assists City agencies and programs to effectively manage grant funds. The office is engaged in updating grant policies and standards, disseminating a grants compliance manual, and educating departments on how to search for funding sources and craft grant narratives and budgets. In coordination with the Grants Accounting Unit, the Grants Office educates department staff on the best practices for grants compliance and management through topical trainings. In addition, the Grants Office will continue to work with the Grants Accounting Unit to develop and manage standards for administrative cost allocation and recovery of indirect costs on grants that the City applies for from state and federal government agencies. The Grants Office also continues to work with the Mayor's Office of Diversity and Inclusion, the Managing Director's Office, and the Department of Commerce to promote equitable practices and inclusive policies throughout the City's grant-seeking and grant management practices.

In addition to these efforts, the Grants Office will continue its work managing strategic partnerships and strengthening collaborative relationships to increase access to grant resources and to improve program delivery. The Grants Office maintains active relationships with federal, state, corporate, and private philanthropic funders to communicate priorities and develop funding strategies. Engaging community stakeholders as well as connector organizations will help encourage City-community partnerships and align and leverage resources to better support the Mayor's priorities. The Grants Office continues to represent the City at meetings and conferences on issues relating to the Mayor's priorities, which informs the Grants Office on trends in funding and effective practice.

*OnePhilly Project:* In FY19, the City will launch its new Human Capital Manager System, OnePhilly, which will replace the City's current payroll, pensions, human resource, and time entry systems.

FY19 Strategic Goals				
Executive Direction				
<ul style="list-style-type: none"> <li>Maintain long-term fiscal stability of the City's finances while helping the City to achieve policy goals.</li> </ul>				
<i>The Mayor's Office of Grants</i>				
<ul style="list-style-type: none"> <li>Secure new public and private resources and ensure the successful implementation of existing public and private resources.</li> <li>Build the capacity of City agencies and programs to efficiently secure and manage grant funds.</li> <li>Manage strategic partnerships and strengthen collaborative relationships to increase access to grant resources and to improve program delivery.</li> </ul>				
<i>OnePhilly</i>				
<ul style="list-style-type: none"> <li>Successfully implement OnePhilly to update and modernize employee-related administrative systems and processes.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Grants: Number of departments consulting with Grants to pursue competitive grant applications <sup>1</sup>	20	18	20	28
Grants: Percentage of grant applications resulting in successful award <sup>2</sup>	22%	27%	25%	30%
Executive Direction: Maintain GO credit rating while working to remove the negative outlook from Fitch and Moody's in FY19	"A" category rating	"A" category rating (negative outlook Fitch & Moody's)	"A" category rating (negative outlook Fitch & Moody's)	"A" category rating

<sup>1</sup> The goal is to increase the number of departments. The Grants Office anticipates that through outreach and education, 8-10 additional departments will have the capacity to pursue competitive grant applicants in collaboration with the Grants Office.

<sup>2</sup> This is an annual measure. Twenty-nine applications were submitted in calendar year 2015, and 42 were submitted in calendar year 2016. The acceptance rate for all grants is not yet known.

**The Accounting Bureau:** As it does every year, Accounting will produce the City's Comprehensive Annual Financial Report (CAFR), and will work again to achieve the Certificate of Achievement for Excellence in Financial Reporting from GFOA. Accounting has received this award for the last 36 years.

Accounting will also continue its work to comply with new GASB pronouncements. For the FY18 CAFR, which will be produced in FY19, Accounting will implement reporting requirements related to new GASB pronouncements on certain debt extinguishment issues (GASB 86), accounting and financial reporting of post-employment benefits other than pension (GASB 75), and omnibus (GASB 85), which addresses various accounting issues related to blending component units, goodwill, fair value measurement, and post-employment benefits.

To increase operational efficiency and provide for more secure payment means, Accounting aims to reduce the numbers of vendors receiving payment by paper checks and increase the number of vendors receiving payment through electronic automated clearing house (ACH). Through the end of Q2 FY18, 56% of vendors paid were enrolled in ACH, representing 77% of the value of payments to vendors, up from 47% of vendors representing 71% of the total payments in FY17. Accounting will work toward gradually increasing the participation percentage to meet a target of 100% by FY23. Accounting will continue to work with OIT to enhance the new vendor website where vendors can find details about the payments they are due/receiving and determine the status of their payments. With the ability to access this additional information, it is hoped that more vendors will enroll in ACH.

Accounting expects to continue regular meetings with departmental finance staff to train and update them on proper internal controls and standard accounting procedures. In addition to improving communication between central Finance and departments, as well as among departments, Accounting believes these meetings will improve compliance with existing policies and procedures, increasing consistency across departments and ensuring stronger internal controls.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>• Obtain the Certificate of Achievement for Excellence in Financial Reporting from GFOA.</li> <li>• Implement new GASB pronouncements as required for each fiscal year CAFR.</li> <li>• Encourage vendors to enroll in ACH for direct deposit payments by improving the vendor website.</li> <li>• Provide timely and accurate processing of payroll and fringe benefits (employee benefits).</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percentage of new GASB pronouncements implemented by required date <sup>1</sup>	100%	N/A	100%	100%
Percentage of paid vendors enrolled in ACH automatic payments	47%	56%	65%	70%

<sup>1</sup> This is an annual measure. GASB pronouncements are implemented through the CAFR, which is completed at the end of February.

**The Office of Budget and Program Evaluation (OBPE):** Over the next five years, OBPE will continue to prepare an annual Five Year Plan and work with the City Planning Commission to prepare a Six Year Capital Program that provide the necessary funding for the priorities of the Administration and the critical needs of the city's residents.

OBPE will also continue its work to make the budgeting process more efficient and effective. The Office will continue to carefully monitor revenues and expenditures with the goal of achieving a healthier fund balance while being responsive to planned and unplanned funding needs. Special attention will be paid to the City's tax and non-tax revenue sources to ensure that the City is maximizing its revenue potential without negatively impacting the City's goal of making Philadelphia's tax environment attractive to businesses, residents, and visitors. OBPE will also complete its implementation of program-based budgeting in FY21. As implementation continues, OBPE will continue working with departments to ensure that clear strategic goals and performance measures are developed for each program. Each program's ability to meet or exceed these goals and performance measure targets will be considered in determining future funding and evaluating where additional resources would be most effective.

OBPE will also continue to work with the Department of Public Property (DPP) to improve how capital projects are monitored. In FY18, OBPE developed and implemented an internal tracking system for DPP projects. Over the next year, OBPE will begin to use this system to evaluate processing times for capital projects, with the longer-term goal of developing and implementing capital processing improvements.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>• Obtain the Distinguished Budget Presentation Award from GFOA.</li> <li>• Continue to budget appropriately for all departments to ensure efficient and effective delivery of the City's services to Philadelphians, while balancing the City's short-term needs and long-term fiscal health.</li> <li>• Expand program-based budgeting from 31 departments to an additional 10-15 departments in FY19 and to all departments by FY21.</li> <li>• Collect data and evaluate capital project processing times using shared capital project tracking system.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percent change in the total dollar amount of General Fund revenue (actual) compared to budget (adopted) <sup>1</sup>	0.6%	N/A	0 to 1%	0 to 1%
Percent change in the total dollar amount of General Fund expenditures (actual) compared to budget (adopted) <sup>2</sup>	-1.1%	N/A	-1 to 0%	-1 to 0%
Ratio of actual unreserved General Fund fund-balance to actual General Fund revenue <sup>3</sup>	4.6%	N/A	6 to 8%	6 to 8%
Total number of new departments participating in program-based budgeting <sup>4</sup>	20	11	10 to 15	10 to 15

<sup>1</sup> This is an annual measure. Target is to be  $\geq$  fiscal year projection.

<sup>2</sup> This is an annual measure. Target is to be  $\leq$  fiscal year projection.

<sup>3</sup> This is an annual measure. OBPE aims to grow the Fund Balance to 6-8% over the next 5-10 years.

<sup>4</sup> The roll-out of program-based budgeting began in FY17. Each year, OBPE will include additional departments until this is implemented citywide.

**The Office of Property Data (OPD):** OPD is continuing to lead a data cleansing and migration project to stabilize existing databases within OPA and prepare for CAMA software implementation. The new CAMA system is scheduled to go live in FY20, with a goal to utilize the system fully to prepare assessments in 2020 for Tax Year 2021.

An additional recommendation from the Municipal Street Addressing Analysis Report is to develop and utilize a unique parcel identifier (PIN) that will be identical in all City systems for each individual property address. In FY18, OPD issued a request for proposal and selected a vendor. OPD will engage this vendor to implement the PIN project, which will be a major step in bringing addressing related best practices to the City, and ensuring that property data is consistent across all City systems. Completion is expected in FY20.

OPD will continue its work with OPA, providing project management and business analysis support for the implementation of the CAMA system. The project is expected to go live in late 2019, for use later that Fiscal Year in March 2020 when developing real property assessments for Tax Year 2021.

For FY19, OPD aims to complete two recommendations from the addressing report that were begun in FY18 and mentioned above in the accomplishments section. These recommendations are to develop and implement City-wide address assignment policies and to identify the City Addressing Authority.

FY19 Strategic Goals				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Annual number of data addressing project improvement recommendations completed as scheduled <sup>1</sup>	two recommendations complete 3 <sup>rd</sup> at 35% completion	N/A	Item 3 (document deed discrepancies) – 100% complete; Item 4 (city-side address assignment policies) -25% complete; Item 5 – (Citywide Addressing Authority) -50% complete	Complete 2 recommendations – implement city-wide address assignment policies and identify city addressing authority; PIN project 75% complete
CAMA project will kick-off with vendor on-site and full project development underway in October 2017 <sup>2</sup>	N/A	Contracted with vendor; kicked off project; data cleansing underway	60% complete	

<sup>1</sup> This is an annual measure. In FY17, OPD completed two recommendations and began implementing a third: 1) develop and adopt a consistent citywide address database format (completed), 2) re-design and implement processes for Unified Land Records System (ULRS) to support new address data and parcel identifier standards (completed), and 3) develop a process for documenting deed discrepancies and sharing this information with other city agencies (35% complete). In FY18, OPD will complete the process for documenting deed discrepancies (#3 above), and begin two additional recommendations: 4) develop and implement citywide address assignment policies (anticipate 25% completion), and 5) identify the City Addressing Authority (expects 50% completion). For FY19, OPD expects to complete the cityside address assignment project and the identification of the City addressing authority, and expects 75% completion on the PIN project.

<sup>2</sup> This is a new measure for FY18, so data is not available for FY17.

**The Risk Management Division:** Risk will continue work to reduce the number and severity of worker injuries and public liability claims while managing cost and maintaining a high standard of care for injured workers, with a goal of returning employees to normal function from injury as quickly as possible. Risk works with departments to track employee injuries and create safety plans. Risk sets an annual target of getting at least 80% of departments to complete and submit safety and health goals. Risk has been able to achieve this over the last few years, with 88% of departments having formal goals in place currently.

Insurance and Contracts will continue work to reduce the City's exposure to liability claims and lawsuits arising from activities and operations of independent contractors and vendors. The Property Damage Subrogation Program and Employee Disability Program will also continue efforts to recover costs from

damage to City property or worker injury caused by others. Additionally, the Employee Disability Program is working with the Law Department and Office of Human Resources to implement policies and procedures that will assist injured workers in returning to work more rapidly. This is the most desired outcome for the worker, and also results in savings to the City on disability payments.

The Third-Party Claims group works to handle all non-litigated liability claims made by parties who believe the actions of the City have caused them property damage or bodily injury. For FY19 and beyond, based on known history of losses, Risk hopes to maintain total settlement costs at a level below \$1.5 million.

Additionally, within the next three to five years, Risk will work to integrate the third-party administrator's data collection system with OnePhilly to provide more efficient and comprehensive data collection and improved reporting. This will ensure more streamlined processing of claims and better access to, and ability to analyze, significant financial and injury data.

<b>FY19 Strategic Goals</b>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Average number of police and firefighters on no duty	340	335	335	331
Number of employee injuries	2,926	1,462	2,858	2,798
Settlement cost for closed claims <sup>1</sup>	\$1.3M	\$632K	\$1.5M	\$1.5M

<sup>1</sup> This category captures the settlement costs of General Fund claims only.

# FIRE

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## MISSION

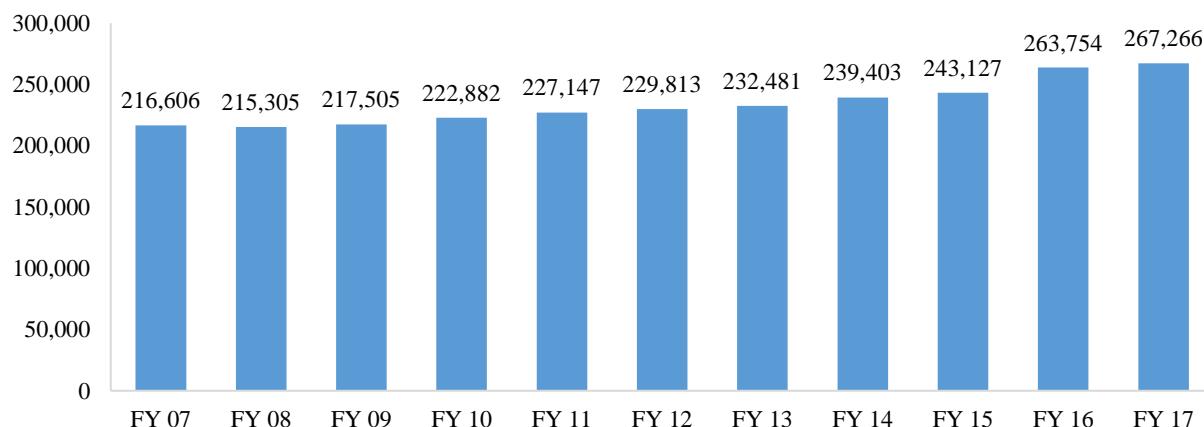
The Philadelphia Fire Department (PFD) provides comprehensive "all hazards" fire protection and emergency medical services (EMS) to the City of Philadelphia. It is the largest fire department in Pennsylvania, with one of the busiest EMS functions in the country. Members of the Fire Department fight fires, provide emergency medical treatment, and rescue people from dangerous situations. PFD's engines, ladders, and ambulances are housed at 63 stations across the city. PFD has specialized divisions that investigate fires, mitigate hazardous materials incidents, and help protect Philadelphia International Airport. The Department teaches the public about fire safety, provides healthy living education and resources to citizens, and works to prevent fire deaths through smoke alarm installation.

## ACCOMPLISHMENTS

In FY17, the Department responded to a total of 314,722 emergency incidents. Eighty-five percent of these incidents were EMS-related, up by one percent from FY16, and 15% were fire incidents, down by one percent from FY16.

The graph below shows the trend in the annual number of EMS incidents over the past 10 years. The number of EMS incidents in Philadelphia has been growing steadily since FY09, by an average of 2.5% annually.

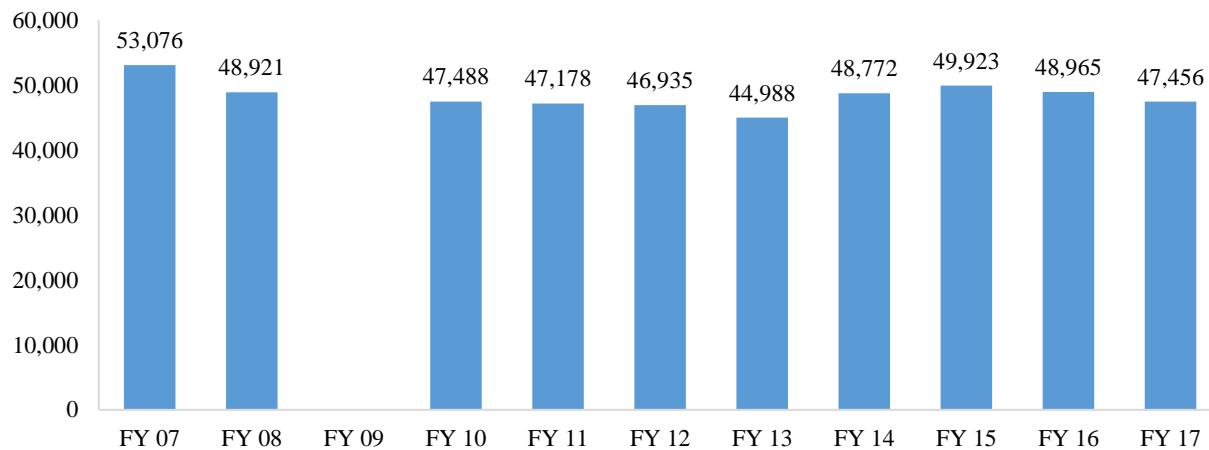
**EMS Incidents, Fiscal Years 2007 through 2017**



In FY18, the PFD began to realign its EMS services to meet this increased demand and improve response times. The Department added five additional peak-time medic units, at a cost of \$1.26 million, to its fleet of 50 full-time medic units. EMS response times have decreased slightly in the first half of FY18, however, even with these service expansions, all medic units are typically engaged at any given time.

Structural fires and resulting injuries, deaths, and property loss also remain a problem in Philadelphia. The graph below shows the trend in the annual number of fire incidents over the past 10 years. While Philadelphia has seen a small decline in the number of fire incidents over time (about 1% on average, annually) it continues to have a high per capita rate fire incidents when compared to other, similarly-sized U.S. cities, perhaps because of its aging housing stock and high poverty rate. For example, using the most recent year of public data from 2015, San Diego reported 256 structure fires, Phoenix reported 775, Los Angeles reported 708, Houston reported 1,034, and Chicago reported 1,148. For this same period, Philadelphia experienced 2,517 structure fires, or more than double that of these other cities.

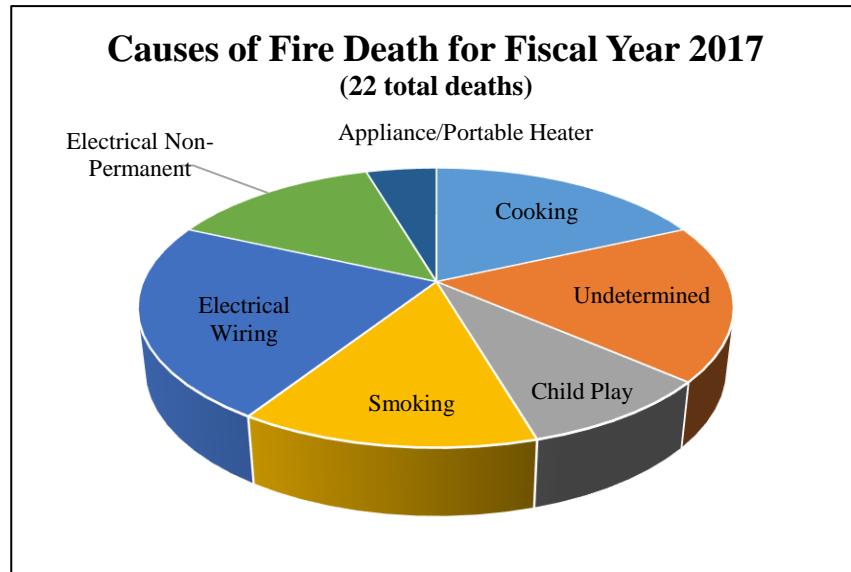
## Fire Incidents, Fiscal Years 2007 through 2017<sup>1</sup>



<sup>1</sup>The number of fire incidents for FY09 is not included, as PFD experienced reporting challenges while transitioning from a paper reporting system to an electronic system (NFIRS). During the transition some, but not all, incidents were logged into the system.

Second only to emergency response is PFD's commitment to promoting public awareness of fire safety through education and community risk reduction strategies, with the goal of reducing civilian fire injuries and fatalities. In August 2017, the PFD received a two-year FEMA Fire Prevention and Safety Grant for 26,000 smoke alarms and 4,000 adaptive smoke alarms to be installed in homes throughout Philadelphia. All 30,000 alarms will be distributed over the course of the two-year grant. Additionally, in FY18 the PFD piloted a 24/7/365 Fire Prevention response unit, which consists of eight personnel dedicated to providing citizen care during fire incidents and, when not responding to incidents, conducting other prevention activities. To date, the unit has responded to 94 incidents and provided prevention education as well as smoke alarm installations throughout the city.

Despite these continued efforts around community risk reduction and smoke alarm installation, fire remains a serious problem in Philadelphia. PFD firefighters and paramedics risked their lives to successfully extinguish 2,573 structural fires (an average of seven per day) during FY17, in the process rescuing and treating numerous trapped occupants. The majority of these fires require significant resources and time to manage the incident and extinguish the fire. However, despite these efforts, there were



22 civilian deaths and 153 injuries from fire-related incidents over the same period. The largest contributors of fire death continue to be cooking, smoking, and electrical wiring, as evidenced by the chart above. PFD's fire prevention unit focuses prevention education around these topics, creating slogans like "Check your wires, prevent fires" and educating Philadelphians on cooking safety.

In FY17, the National Institute for Occupational Safety and Health (NIOSH) released a thorough report reviewing the circumstances leading up to the 2014 fire fighter line-of-duty death on Middleton Street. This report, coupled with an internal PFD report, provides several key recommendations for departmental improvements, including enhancing training and safety programs for fire fighters; retaining Battalion Chief Field Incident Technicians to maintain command, communication and safety networks; upgrading the personnel accountability system; and investing in a training facility.

In FY18, the PFD made several critical investments in training and safety for its staff. With a \$2.6 million Federal Emergency Management Agency (FEMA) Assistance to Firefighters Grant, the Department worked with the International Association of Fire Fighters (IAFF) to implement fire ground survival training, a recommendation listed in the NIOSH report. As of December 2017, the training program has begun and all members are scheduled to complete the training by mid-September 2018. Also in FY18, the PFD created four dedicated Safety Officers and Uniformed Communication/Liaison Officers (UCLO). These positions are responsible for overseeing safety concerns during field incident responses and provide coverage and deployment support when companies are already occupied with responses, respectively. To ensure optimal safety and efficiency, the operational procedures used to guide decision making at incidents, complete work, and operate administratively were updated this fiscal year. Further work was done in collaboration with the Office of Innovation and Technology to provide the Fire Communications Center with workplace enhancements, such as obtaining new personal computers and updating workstations. All of these improvements align with NIOSH recommendations.



Engine 50 and Ladder 12 at the firehouse located on Cambria Street.

The PFD has also begun to replace aging vehicles and make necessary investments to support its operations. Funding from two Department of Homeland Security Port Security grants received in FY18 will allow the PFD to obtain fast response boats and operational training to improve on-water response times. In addition, the Department has worked with the Office of Fleet Management to purchase six capital-funded engines, totaling \$2.8 million. Other noteworthy apparatus updates include the purchase of a 23-foot

flatbed trailer for special operations, using Pennsylvania Task Force funds.

Additionally, facility improvements and upgrades have been made at 17 firehouses and the Fire Administration Building, with \$9.4 million in committed funds for construction and design projects in FY17 and a projected \$8.3 million for FY18.

The PFD also provided support to large special events in FY17, such as the National Football League Draft and Wawa Welcome America, as well as 382 neighborhood special events.

Eighty-seven PFD members were included in the PA-Task Force 1 (PA-TF1) deployment to help residents affected by the catastrophic hurricanes and flooding in Puerto Rico, Florida, and Texas. The task force engaged in about 1,000 residence searches, six civilian evacuations, and a total of 890 contacts of various types.

In FY18, the PFD instituted a new overtime system that tracks how staff is allocated to minimum staffing, event support, training, and other operational needs. This tool, while still a pilot, provides the Department better visibility to its staffing needs.

## PLANS FOR FISCAL YEARS 2019-2023

In FY19-23, the PFD will continue to make critical investments in staffing, training and apparatus so that the Department can respond more efficiently and effectively to incidents, protecting the health and safety of Philadelphians. Many of these investments will also satisfy recommendations set forth in the NIOSH Middleton Street report.

The FY19-23 Plan proposes an investment of \$54 million over five years to increase uniform staffing levels (fire fighters, paramedics and other emergency responders) to over 2,600, a nearly 20% increase since the beginning of the Kenney Administration. The Plan includes restoring Battalions 5 and 6, and implementing a new Division Chief (Division 3, located in West Philadelphia, and their Battalion Chief Field Incident technicians, for a total of 24 positions in these locations. This will cost almost \$13 million over the next five years and will reduce the PFD's operational span of control (a measure of how managerial responsibility is spread across the organization) from seven to six, improving accountability and safety and moving the Department closer to the optimum number of three to five, according to national standards. Moreover, managerial responsibility will be improved by realigning the EMS shifts with the Fire shifts, to ensure improved supervision, at a cost of almost \$10 million over the Plan.

Other staffing investments include \$430,000 annually for an additional six dedicated health/safety positions, as well as \$257,000 annually for six civilian EMS support positions, which would enable the Department to obtain an unrestricted license to provide EMS services in Philadelphia county. In addition, the Plan proposes to increase funding for a Medical Director, making the position full-time rather than part-time, and having this position be a Fire employee, rather than an outside contractor. A full-time Medical Director will allow for more resources to be dedicated to the development of a quality clinical care program and will provide more effective coordination with other local health and human services agencies. With this adjustment, a full-time physician will actively interact with the EMS field providers to ensure clinical excellence in every patient encounter.

The Plan also proposes significant investments in training for PFD members. Currently, the Department must pull staff from the field to provide training, resulting in the need to backfill those positions using overtime. The Plan proposes an investment of \$942,000 in FY19 and \$384,000 annually for the remainder of the Plan to fund four additional dedicated training positions, reducing the need to pull instructors from the field, as well as to provide a local match of \$510,000 in FY19 for a potential federal grant that would provide all officers and command staff with training for high-stress scenarios, a recommendation of the NIOSH report.

The Plan also provides funding for an investment in a new facility, known as the "Logistics Hub." This Hub will support the Department's need for more training locations and will provide for more flexible response opportunities as laid out in the NIOSH report. The goal of the facility is to provide a location for co-location of vehicle storage, ensure a central location as a base for larger incidents and operations, supply larger warehouse capacity, expand indoor training and classroom opportunities, and relocate staff to alleviate space limitations in the administration building.

The Plan also proposes adding just over \$1.0 million over five years to fund a multi-disciplinary Alternative Response Unit that will respond to persons who are treated for opioid overdoses but who then refuse



Paramedics receiving training on the latest EMS tactics.

transport to an emergency room. The funds will cover personnel (a social worker, certified recovery specialist, and an EMS staff person), a vehicle, equipment, and Naloxone doses. Should the individual refuse transfer to an emergency department, the social worker and recovery specialist will engage the individual and provide information related to accessing drug treatment, harm reduction services, overdose education, and Naloxone distribution. If the individual is amenable, the social worker and recovery specialist will collect contact information for follow-up. The unit will focus on individuals in the 19134 zip code.

Within the six-year Capital Program, \$10 million is included annually to support the purchase of specialized apparatus for the Fire Department, including engines, pumper, ladders and ambulances.

The successful pilot of the dedicated Fire Prevention response unit in FY18 illustrates the PFD's desire to pursue alternative models for serving the citizens of Philadelphia in years to come. By proactively addressing specific community needs, the PFD can free up resources to deliver faster response times in emergency situations. The PFD is working on plans to expand the prevention unit so that it can address some of the Fire Code Unit and Fire Marshall duties.

The PFD has also begun to undertake a concerted effort to improve performance reporting. The Department is working to optimize its information technology software to allow for better data entry and analytics. In addition, the Department has been examining its existing performance measures, definitions, and targets closely for appropriateness and accuracy, with the goal of establishing a set of performance measures that is more in line with national standards and recommendations, especially as the City implements program-based budgeting.

FY19 Performance Measures <sup>1</sup>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of civilian fire-related deaths	22	6	< FY17	< FY18
Number of structure fires <sup>2</sup>	2,573	1,239	< FY17	< FY18
Fire engine response time (minutes:seconds) <sup>3</sup>	5:16	5:18	≤ 5:20	≤ 5:20
Percent of EMS calls responded to within 9 minutes <sup>3</sup>	63.5%	64.5%	≥ 90.0%	≥ 90.0%
Number of EMS incidents	267,266	135,008	< FY17	< FY18
Number of fire incidents	47,456	23,847	< FY17	< FY18
Total incidents (number of EMS incidents + number of fire incidents)	314,725	158,855	< FY17	< FY18
Number of civilian fire-related injuries	153	94	< FY17	< FY18
EMS response time (minutes:seconds) <sup>3</sup>	8:39	8:31	≤ 9:00	≤ 9:00
Percent of fire calls responded to within 5:20 minutes <sup>3</sup>	60.5%	60.5%	≥ 90.0%	≥ 90.0%

<sup>1</sup>All Fire Department measures under review.

<sup>2</sup>A true structure fire should be a "working fire," which requires the use of at least one hoseline. Implementation of this definition ensures that the Department is in compliance with NFPA 901, which provides standard classifications for incident reporting and fire protection data. In addition, structure fires with "exposures" (i.e. when a fire in one structure spreads to an adjoining/nearby structure) are included.

<sup>3</sup>All response time-related measures have a margin of error of 10-15% because a first-on-scene time is recorded 85-90% of the time. The Fire Department is currently working diligently to minimize this margin. Prior to FY17, this measure did not reflect the call processing time to transition 911 calls from the Primary Public Safety Answering Point (PSAP) to Fire Communications (as recommended in NFPA standards). The PFD is still working to improve to closer to 90% given this added transfer time. Any time there is an increase in the demand/volume of services, the response time will increase.

# FLEET MANAGEMENT

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## MISSION

The Office of Fleet Management (OFM) assures that City vehicles and other automotive equipment are available, dependable, and safe to operate so that City departments and agencies can deliver services. OFM is responsible for the acquisition, repair, maintenance, and disposal of all City-owned vehicles and equipment. OFM also fuels City vehicles through its department-operated fuel stations. OFM maintains an active fleet of approximately 6,000 vehicles, including over 900 pieces of specialized equipment. From fire trucks to riding mowers, OFM makes sure City employees have the vehicles they need to do their jobs. OFM's efforts help City services operate efficiently and drive the City forward.

OFM accomplishes this work through the following programs:

- **Fleet Administrative Services:** This program provides necessary administrative and financial resources. Key activities include the operation of OFM's 60 fuel sites, which dispense an average of 7.5 million gallons of fuel per year, not just to City-owned vehicles but to vehicles owned by the School District of Philadelphia, the Philadelphia Parking Authority, the Philadelphia Housing Authority, and the Philadelphia Redevelopment Authority. Fuel sites are located across City facilities, including police, fire, and sanitation districts.
- **Fleet Maintenance Services:** This program is inclusive of OFM's 16 repair facilities, which are strategically located throughout the city. Employees include skilled shop floor technicians who are responsible for vehicle repair and maintenance services.
- **Vehicle Acquisitions and Disposal:** Through this program, OFM develops specifications for vehicles and equipment, initiates the vehicle purchase process, and inspects and accepts vehicles and equipment for deployment. At the end of the vehicle lifecycle, OFM prepares vehicles and equipment for relinquishment to generate revenue.

## ACCOMPLISHMENTS

**Fleet Administrative Services:** In FY18, OFM successfully completed the implementation of its asset management system project, M5. M5 will enable OFM to operate more efficiently by capturing vehicle maintenance data. The system will improve OFM's ability to manage routine preventive maintenance by using vehicle maintenance data to project time and usage of mileage more accurately.

OFM also continued its roll-out of Global Positioning System (GPS) technology surveillance in City vehicles in FY18. This technology enables OFM to collect and store data that is used to inform routine maintenance scheduling. This technology also enables user departments to manage their vehicle usage and their employees remotely, using a smartphone or a computer. Currently, all medic units in the City's fleet are under GPS surveillance. During the remainder of FY18, OFM will continue to install GPS technology on trash compactors and other heavy equipment. This technology will enhance operational and maintenance efficiency and will increase departments' productivity.



Select Philadelphia Police fleet vehicles.

In FY18, OFM installed ballistic shields in new police patrol vehicles, such as radio patrol cars and emergency patrol wagons. OFM will continue installing these shields in future police patrol vehicle purchases. By the end of FY18, an estimated 20% of radio patrol cars and 29% of emergency patrol wagons will have these shields. Fleet anticipates purchasing 150 radio patrol cars and 10 emergency patrol wagons annually going forward. These new vehicles will all be equipped with shields.

Lastly, OFM continued its paid high school student internship and apprenticeship program in FY18. The apprenticeship program runs for one to two years, then graduates of the program can apply to jobs in the civil service hierarchy. Former interns are tracked once they are in civil service. One hundred and nineteen students have enrolled in the program, 52 students have transitioned to civil service positions, and 26 of the 52 remain employed with OFM as team leaders, automotive maintenance technicians, and automotive apprentices. OFM hired five new high school students for the program in FY18. Six students graduated from the internship program into full-time civil service positions in the City's automotive apprentice program. At present, OFM is providing automotive maintenance training to nine high school student interns and 15 automotive apprentices.

**Fleet Maintenance Services:** Maintaining target vehicle availability is a key aim of this program. OFM prioritizes the availability of core mission vehicles, such as radio patrol cars, firefighting equipment, and trash compactors, as these vehicles are key to ensuring the health, safety, and security of Philadelphia's citizens. During FY18, vehicle availability of these core mission vehicles has met or exceeded 90% (as per service level agreements with the applicable departments). Overall, Citywide vehicle availability in FY18 has exceeded the 90% availability target.

**Vehicle Acquisitions and Disposal:** OFM's Optimal Vehicle Replacement Strategy is the guiding strategic initiative of this program. This strategy aims to swap the City's older and more inefficient vehicles and equipment with more fuel-efficient and technologically advanced replacements. This strategy will enable departments to operate more efficiently, help reduce the number of costly unscheduled repairs, and make the City's fleet more sustainable and energy-efficient. By the end of FY18, OFM will have spent a combined \$34.86 million through the operating and capital budgets to replace older and inefficient vehicles and equipment with newer, more fuel efficient and technologically advanced vehicles and equipment. By the end of the year, OFM will have spent \$16.95 million for Fire Department vehicles (15 medic units, six tiller ladders, six engine/pumpers, one squad pumper, one platform aerial, one fire



A new Fire Tiller Ladder for the Philadelphia Fire Department.

boat, and nine small vehicles); \$6.19 million for Streets Department vehicles (40 vehicle and equipment, which includes compactors, tri-axes, and flusher trucks); \$7.59 million for Police Department vehicles (150 radio patrol cars, 22 unmarked vehicles, 10 emergency patrol wagons, two mini-mobile stations, and one tow truck); and \$4.13 million for other City Departments for new vehicle and equipment purchases. These new vehicle purchases have enabled OFM to reduce the FY18 Parts purchases budget by \$690,424. Additionally, new vehicle purchases enabled OFM to increase the City's public health and safety vehicle availability from 82.3% and 85.6%, respectively, in FY15 to 88.3% and 89.9%, respectively, to date in FY18.

OFM has also continued its strategy of holding internet auctions for vehicle relinquishment to generate revenue. In FY17, vehicle relinquishment and salvage disposal enabled OFM to generate \$869,113 (across all funds).

## PLANS FOR FISCAL YEARS 2019-2023

**Fleet Administrative Services:** In FY19-23, OFM anticipates continuing its sustainability initiatives, such as purchasing hybrid, hybrid electric and compressed natural gas (CNG) vehicles and equipment that use alternative fuels. OFM also plans to purchase 34 more plug-in electric hybrid vehicles for various operating departments, for a projected cost of \$990,000, and two CNG compactors for the Streets Department, with an estimated cost of \$452,512.

In FY19-23, OFM also plans to continue its high school internship and automotive apprentice programs. By the end of FY18, an additional four students will graduate from the internship program. In FY19, these four students have agreed to continue with the City through Fleet's apprentice program. In addition, OFM plans to hire another six high school students into the internship program in FY19.

FY19 Strategic Goals				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of Automotive Apprentices <sup>1</sup>	8	15	14	11
Employee turnover ratio <sup>2</sup>	12.5%	N/A	10.0%	10.0%

<sup>1</sup> This is an annual measure. The FY19 target reflects anticipated promotions for current apprentices who will have completed the program by FY19.

<sup>2</sup> This is an annual measure.

**Fleet Maintenance Services:** OFM will continue to aim for the City-wide vehicle availability target of 90%, while maintaining the Service Level Agreement of vehicle availability for the City's core mission vehicles, such as radio patrol cars, firefighting equipment, and trash compactors. OFM aims to achieve this by using M5 data to increase the amount of scheduled preventive maintenance of City vehicles. This is expected to reduce the number of unscheduled or breakdown repairs. Scheduled maintenance is expected to enhance vehicle safety and to increase vehicle availability for operating departments while allowing OFM to perform preventive maintenance at a time that is most convenient to departments.

OFM's repair facility modernization initiative is expected to continue over the life of the Five Year Plan through capital improvements to key vehicle repair facilities. OFM's facilities are well-maintained, but they are in need of renovations that will enable OFM to maintain a modern fleet and to accommodate new tools and equipment. Planned renovations include:

- Consolidation of vehicle administration functions to increase operational efficiency at the Central Repair Facility at Front Street and Hunting Park Avenue;
- Renovation of the garage in Shop 258 to address a structural issue;
- Renovation of two repair facilities (Shop 332 and 357), which will allow for the repair and maintenance of CNG-fueled vehicles; and
- Construction of a CNG fueling station at Shop 357, which is located at 3030 South 63<sup>rd</sup> Street.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>• Maintain the Service Level Agreement for vehicle availability for the City's core mission vehicles.</li> <li>• Continue to focus on implementing and adhering to Scheduled Vehicle Maintenance.</li> <li>• Continue work on facility improvements as per the repair facility modernization initiative.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Fleet availability - citywide	89.4%	90.8%	90.0%	90.0%
Percent of SLA met for medic units <sup>1</sup>	114.0%	120.3%	100.0%	100.0%
Percent of SLA met for trash compactors <sup>2</sup>	97.7%	96.1%	100.0%	100.0%
Percent of SLA met for radio patrol cars <sup>3</sup>	97.5%	95.1%	100.0%	100.0%
Percent of vehicles repaired in one day or less <sup>4</sup>	59.1%	58.3%	90.0%	90.0%
Fleet availability - police radio patrol cars	87.5%	89.9%	90.0%	90.0%
Percent of maintenance performed that is scheduled	54.1%	70.4%	70.0%	70.0%
Percent of maintenance performed that is unscheduled	46.2%	29.7%	30.0%	30.0%

<sup>1</sup> The SLA is met when 55 of 75 medic units, the minimum number of medic units needed for daily operations, are available.

<sup>2</sup> The SLA is met when 241 of 326 compactors are available. Availability is below the target due to aged vehicles and vehicles being relinquished without replacement. Once Fleet receives new vehicles purchased through FY17 and FY18 funding, Fleet will be able to meet the SLA.

<sup>3</sup> The SLA is met when 675 of 750 radio patrol cars are available. Availability is below the target due to vehicles being relinquished without replacement. Once Fleet receives new vehicles purchased through FY17 and FY18 funding, Fleet will be able to meet the SLA.

<sup>4</sup> Fleet's Optimal Vehicle Replacement Cycle strategy and associated additional funding for vehicle purchases will better enable routine maintenance on newer vehicles going forward. This is expected to drive down the volume of repairs, better enabling Fleet to meet the target.

**Vehicle Acquisitions and Disposal:** Dedicated operating and capital vehicle acquisition funding will enable OFM to continue to pursue its Optimal Vehicle Replacement Strategy. OFM will continue to swap the City's older and more inefficient vehicles and equipment with more fuel-efficient and technologically advanced replacements. This strategy will enable departments to operate more efficiently, help reduce the number of costly unscheduled repairs, and make the City's fleet more sustainable and energy-efficient. In FY19, OFM plans to purchase additional vehicles, specifically public health and safety vehicles, including 150 radio patrol cars, 10 emergency patrol wagons, and 13 medic units.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>• Continue to replace priority vehicles as per the Optimal Vehicle Replacement Strategy.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Median age of vehicle: General Fund	7.4	5.2	7.0	7.0
Median age of vehicle: Water Fund <sup>1</sup>	10.2	9.7	8.0	8.0
Median age of vehicle: Aviation Fund <sup>1</sup>	12.5	11.1	8.0	8.0
Median age of vehicle: Citywide (years)	8.0	5.4	7.0	7.0
Median age of vehicle: trash compactors (years)	8.4	7.3	7.0	7.0
Median age of vehicle: medic units (years)	5.1	4.2	4.5	4.5
Median age of vehicle: police radio patrol cars (years)	2.5	2.2	3.0	2.5
Median age of vehicle: fire apparatus (years) <sup>2</sup>	14.0	13.8	12.5	12.5
Number of police radio patrol cars replaced / purchased	150	150	150	150
Number of medic units replaced / purchased	12	10	11	13
Number of trash compactors replaced / purchased <sup>3</sup>	40	0	30	30

<sup>1</sup> Median age is above the target due to lack of adequate vehicle replacement. The revised purchase plan in upcoming fiscal years will enable Fleet to continue to drive down the median age of vehicles to meet the target.

<sup>2</sup> Continuation of Fleet's Optimum Vehicle Replacement strategy will enable Fleet to meet the target in upcoming fiscal years.

<sup>3</sup> Trash compactor purchases are being initiated and completed during the second half of FY18. Fleet anticipates meeting the FY18 target.

# FREE LIBRARY

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## MISSION

The Free Library of Philadelphia (FLP) advances literacy, guides learning, and inspires curiosity.

FLP accomplishes this work through the following programs:

- **Administration:** This program includes all internal-based activities that guide the work of the Library, such as executive and strategic planning functions, human resources, finance, and marketing.
- **Customer Engagement:** This program encompasses the services that deal directly with the public, such as administration of the Parkway Central Library, the neighborhood libraries, the Library for the Blind, The Literacy Enrichment After-School Program (LEAP), and Summer Reading. Additionally, this program includes the new Center for Public Life, which will oversee adult and family programming around cultural and civic issues, and the unit that orders library materials.
- **Information Technology and Digital Strategies:** All traditional Information Technology functions, including maintenance of FLP computer systems (hardware and software), the website, and digital and network services, fall under this program. In addition, this program includes the Collection Care department, which repairs and maintains physical materials and handles digitization.
- **Property Management:** This program is responsible for building maintenance, security, and custodial services for the Free Library's 54 facilities.

## ACCOMPLISHMENTS

In FY18, the FLP launched the planning process for its refreshed strategic plan for 2018-2020 and opened four newly renovated neighborhood libraries: Lillian Marrero, Logan, Lovett Memorial, and Tacony. While the Library's mission and vision will remain the same, the focus of work over the next three years will fall under the three overarching goals outlined in the strategic plan: build a culture of literacy in Philadelphia; deliver an exceptional customer experience; and embrace creativity and innovation. The Library sees these goals as closely aligned with the Mayor's priorities. Highlights of this work underway this year include:

**Administration:** Over the past year, the Free Library has worked with the City's Office of Human Resources to make improvements to the FLP's "Seasonal-to-Permanent" Career Pathway Program. The focus of these changes has been to reduce the number of hours a seasonal worker must accrue to transition to permanent employment, thereby allowing more employees to attain permanent positions with the City. This has resulted in 64 Seasonal Library Assistants attaining permanent, part-time employment under this new structure, to date.

In FY18, the Library encouraged innovative thinking and identified new ways of delivering services to best meet the needs of the public. New undertakings included launching a pitch corner for new business owners and entrepreneurs in the Business Resource and Innovation Center and implementing wellness programming for women of color. Based upon the success of this model, the Knight Foundation awarded the Library a grant to implement this type of activity with a focus on community organizations for programs dealing with Read by 4<sup>th</sup>. This citywide campaign, which is designed to make sure that all Philadelphia school children are reading on grade level by the time they enter fourth grade, has more than 90 partner organizations, both public and private, who work together to achieve this objective. This funding is primarily tied to supporting the goals of the campaign, and the funding pool is available to both Free Library staff and Read by 4<sup>th</sup> partners.

**Customer Engagement:** In the past year, the Free Library opened a new office, the Center for Public Life, to coordinate cultural and civic programs for adults across the library system. To lead this initiative, the Library also hired a new Deputy Director for Enrichment and Civic Engagement.

Since it opened in May 2016 as part of the South Philadelphia Community Health and Literacy Center, the South Philadelphia Library has been among the busiest of library locations, signing up more new patrons for library cards than any other location besides Parkway Central. It has also blossomed in its role as a hub for health information and programming, offering more than 130 programs to over 4,000 people in the first half of FY18.

A new job class was created to deploy community organizers in neighborhoods around Free Library locations to gather feedback on public needs and wants. These employees, Community Initiatives Specialists, will coordinate and communicate with civic and community groups, including Friends groups, community-based coalitions, library leadership, and managers to perform extensive and targeted outreach and subsequently to build a corps of volunteers who can help the FLP carry out this work.

The Literacy Enrichment After-School Program (LEAP), the Library's system-wide homework help program, continued to provide literacy enrichment and a safe and secure environment to continue and expand learning with almost 113,000 children participating in FY17. The Free Library is also a participant in the City's Out-of-School Time (OST) Initiative, and the FLP has started using the City's new data collection system to measure and track individual attendance at the Library's OST activities. In addition, the Library is a member of the City OST Leadership Group and OST Planning Team working to improve OST opportunities for children and teens, especially to enhance literacy opportunities. This year, the City OST Team is piloting the Philadelphia Reading Coaches volunteer tutoring program for first- through third-graders at three schools, and the FLP is also serving as a host site for this program.



*The Phillie Phanatic greets students at the 2017 Summer Reading Kickoff; librarians nominated the Free Library's most dedicated Summer of Wonder readers for the Phillies' Be a Phanatic about Reading Program, presented by Comcast.*



*Philadelphia's 2017-2018 Youth Poet Laureate, Husnaa Hashim, recites a powerful poem after the Free Library announces the Poet Laureate program has moved under the auspices of its new Center for Public Life.*

Another of the Library's programs, the Summer of Wonder Summer Reading program, encourages more than 30,000 children and teens to read for fun and to explore learning opportunities to help combat summer learning loss. Each library also identifies an underserved population in its community and structures special outreach and programming to improve that population's access and use of library resources. This approach to engaging communities around the Summer of Wonder programming has been implemented successfully in the past and will be continued this coming summer.

Additionally, three part-time staff members were hired to more fully carry out programs for the incarcerated, their families, and at-risk children. They maintain the FLP-established

libraries in the Philadelphia Department of Prisons; carry out the Stories Alive program that connects incarcerated parents with their children, which saw 407 participants gather in neighborhood libraries and read together since launching in February 2016; and lead the new Change Course program, a reading-based diversion program that engages at-risk youth in critical thinking and decision-making conversations focused around books, and that has worked with 67 children since May 2017.

**Information Technology and Digital Strategies:** The Information Technology group has been charged with the end-to-end digital transformation of the Free Library of Philadelphia in support of its Twenty-First-Century Library initiative and 2018-2020 strategic plan. A technical roadmap has been established to drive the modernization of Free Library operational processes, applications, and core infrastructure. The Library has also expanded the number of Digital Resource Specialists on staff from 12 to 24 through internal promotion and training. Digital Resource Specialists are technology experts who help the public with computer literacy through hands-on help and computer and internet classes. They provide support to the public and allow remaining library staff to focus on other essential efforts.

To meet the public's increasing demand for free internet access, wide area network (WAN) connectivity speeds for all Free Library branches is being updated from 100 megabytes to one gigabyte. The work for the five branch locations was completed in January of 2018.



*The expansive open floor plan of the remodeled Lillian Marrero Library offers many new work spaces.*

*The remodeled Logan Library includes a vibrant new children's space.*

**Property Management:** As part of the Twenty-First-Century Libraries Initiative, four neighborhood libraries re-opened to the public in fall 2017 after being closed for extensive renovations that lasted two years. Lillian Marrero, Logan, Lovett Memorial, and Tacony each has a unique program focus that supports new Americans, family literacy, community engagement, and small businesses, respectively. Improved children's spaces, study rooms, computer access, and community rooms all aim to meet the public's modern needs for technology and literacy.

## **PLANS FOR FISCAL YEARS 2019-2023**

**Administration:** The Institute for Museum and Library Services granted the Library nearly \$480,000 for the continuing education project, Skills for Community-Centered Librarianship, which aims to build the community-engagement capacity of Library staff. To help staff better meet the changing learning and information needs of twenty-first-century library users, this program will develop a comprehensive training curriculum, project blog, and webinar series that focus on assessing community needs, developing strategic collaborations, and piloting and managing new kinds of programs. The three-year grant will allow the Library to train 250 to 300 public-library professionals.

Paramount to the Library's goal of delivering an exceptional customer experience is creating opportunities for staff to grow and learn in their roles and to prepare them for advancement. Over the next three years, the Library will revolutionize its internal communications efforts, launch and sustain orientation and

onboarding procedures, and develop learning modules for all job classes, all with an eye toward improved customer service. The Library will also continue to encourage staff to seek professional development opportunities.

<b>FY19 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>Continue to develop a fully trained workforce.</li> <li>Create a workforce that mirrors the diverse population of Philadelphia.</li> </ul>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Social Media usage: Facebook, Twitter, Instagram, and YouTube <sup>1</sup>	56,353	60,118	69,100	83,375
Departmental M/W/DSBE participation rate <sup>2</sup>	41%	N/A	35%	35%
Milestone: Publish diversity data on the FLP workforce by race, national origin, veteran status and those with disabilities <sup>3</sup>		N/A	Publish data	

<sup>1</sup> This measure includes posts, numbers of followers, and hits. FLP seeks a percentage increase every quarter.

<sup>2</sup> This is an annual measure, and it is tabulated at year-end. Contracts are conformed throughout the year, and the rate may vary across quarters, depending on the value of contracts conformed to date.

<sup>3</sup> This is an annual milestone measure and is new for FY18, so data is not available for FY17.

**Customer Engagement:** Children's literacy, and deep and meaningful engagement with children and families will continue as part of the Library's refreshed strategic plan. The organization will seek to develop and implement a continuum of literacy services from birth through school and identify meaningful partnerships that respond to community need, including building on services already in place.

Over the next two years, the Read by 4<sup>th</sup> campaign will evaluate the reach of its activities through a series of strategies, including evaluating reading levels and parent engagement and empowerment, expanding access to summer and out-of-school learning opportunities, and equipping schools to provide evidence-based literacy instruction.



English language learners participating in the Culinary Literacy Center's Edible Alphabet program learn new language skills as they learn new recipes and cooking skills.

A deep collaboration between the FLP and the School District of Philadelphia aims to improve educational outcomes by Bringing Libraries and Schools Together (BLAST). BLAST is currently in the second year of piloting a curriculum that pairs librarians and teachers to instruct students about library resources and their use in completing a social studies research project. An overarching goal of BLAST is to strengthen existing relationships between libraries and schools. These relationships take place in both the classroom and in the neighborhood library. The Library is working with expert assessment consultants to assess the pilot curriculum and library-school partnerships.

Over the next three years, via a grant from Vanguard, the Library will improve early literacy support at 44 STAR 1 and STAR 2<sup>36</sup> childcare facilities serving low-income and immigrant communities by providing intensive professional development to their staff, outfitting their classrooms with literacy spaces, and

<sup>36</sup> Keystone STARS is an initiative of Pennsylvania's Office of Child Development and Early Learning (OCDEL) to improve, support, and recognize the continuous quality improvement efforts of early learning programs in Pennsylvania. Performance standards are grouped into four levels: STAR 1, STAR 2, STAR 3 and STAR 4. Childcare programs may apply to be certified through the program. Higher STAR numbers indicate higher levels of quality. Each level builds on the previous level and utilizes research-based best practices to promote quality early learning environments and positive child outcomes. The standards address staff qualifications and professional development, the early learning program, partnerships with family and community, and leadership and management.

engaging families using the proven method of parent ambassadors. In this new project, the Library will be working with the Urban Affairs Coalition and PHLpreK to support STAR 1 and STAR 2 early learning programs to enhance their services and provide improved outcomes for their children.

In the period covered by this plan, the Center for Public Life will launch innovative new programs that foster dialogue about salient public issues and will activate neighborhood libraries with adult enrichment and civic programs. The Center will work to foster civic dialogue and cultural engagement through programs such as author salons, workshops and classes, community-curated exhibitions, and roundtable discussions.

Launched in 2013 and among the first of its kind at a public library, the Culinary Literacy Center (CLC), the FLP's state-of-the-art teaching kitchen, offers classes that teach basic health and nutrition literacy to children, teens, and adults. In the coming years, the CLC will seek to bring these efforts to all nine of the Library's clusters, geographic groups of six to eight libraries that work collaboratively to share resources and meet monthly for professional development, communication, and team-building.

The Free Library will pilot middle school mini-camps at two neighborhood libraries. Each camp will be two hours per day for one week and will include opportunities to explore STEM topics, such as technology and robotics, enabling at-risk youth to engage creatively with new technologies.

Lastly, the FLP expects to broaden its efforts to engage incarcerated individuals, their families, and returning citizens. In recent years, a fruitful partnership with the Philadelphia Department of Prisons (PDP) has resulted in various projects to serve these populations. A more dynamic in-prison programming model is being built to offer author appearances and book discussions to inmates. The Stories Alive program will expand from availability at three library locations to nine. Supported by the Library's new Center for Public Life, the department will seek to build additional meaningful, dynamic partnerships with organizations that already serve these populations across the city.

FY19 Strategic Goals				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
In-person visits <sup>1</sup>	5,128,715	2,474,078	5,300,000	5,400,000
New youth library cards <sup>2</sup>	26,921	52,246	113,000	26,000
Hours of service <sup>3</sup>	100,426	50,766	105,000	106,800
Program attendance <sup>4</sup>	684,887	293,650	681,000	692,500
Circulation counts (collection use statistics) <sup>5</sup>	6,734,256	3,206,004	6,800,000	6,900,000

<sup>1</sup> The number of in-person visits is down FY18 following library closures in the first half of FY18.

<sup>2</sup> This measure tracks the number of children and teens who have never been Free Library cardholders. The number of new cards is expected to increase in FY18, as the Library will be registering all School District of Philadelphia students during the school year in FY18. The target is subsequently lower in FY19, as most District students will have been reached in the preceding year.

<sup>3</sup> This measure tracks hours of operation.

<sup>4</sup> Program attendance reflects the day-to-day activities of library staff to engage community residents in life-long learning. This is a roll-up of preschool, children, teen, adult, and senior program attendance.

<sup>5</sup> This measure includes hard copy and e-book circulation; the number of holds that people place on titles, both in print and electronic format; and electronic database usage.

**Information Technology and Digital Strategies:** The FLP will make updates to its core infrastructure to keep pace with the needs of its programmatic initiatives and public services through improvements such as server virtualization. The Free Library will also make technology improvements to its website, enabling better content management for *freelibrary.org*. Data visualization capabilities and system-wide data management will also be introduced in the coming year to enhance the effectiveness of programs and services offered by the Free Library. These efforts will be the first step in the development of a web-based organizational health monitor which will support executive-level data-driven decision-making. The first phase of this initiative will occur during FY19.

FY19 Strategic Goals				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Virtual visits via FLP website	5,029,713	3,094,873	5,330,000	5,440,000
Digital access <sup>1</sup>	3,341,726	1,756,169	2,800,000	2,950,000
Number of branches upgraded to higher/faster bandwidth during the reporting period <sup>2</sup>	N/A	42	49	4
Milestone: Virtualize 100% of physical servers that support digital initiatives <sup>3</sup>	N/A	N/A	N/A	100%
Milestone: Improve IT project delivery rates by adopting project management system <sup>3</sup>	N/A	45%	50%	70%
Milestone: Introduce data visualization capabilities <sup>3,4</sup>	N/A	N/A	N/A	Select third-party data visualization toolset

<sup>1</sup> This measure includes digital reach and activities, including Wi-Fi usage, eBook circulation, electronic resource/database use, and public PC use. This measure counts every login.

<sup>2</sup> This measure uses increasing connectivity as a measure of bandwidth. FLP has usage measures that it uses. Upgrades are happening on an ongoing basis; upgrades are done whenever use is no longer sustained by bandwidth. This is supported by the e-rate reimbursement program and measured on an ongoing basis. For FY19, only four facilities remain to be upgraded: Parkway Central and three regional libraries.

<sup>3</sup> This is an annual milestone measure. The unit of measure is percent of completion.

<sup>4</sup> Data visualization capabilities and system-wide data management will be introduced to better evaluate the effectiveness of programs and services offered by the FLP.

**Property Management:** A significant portion of the Library's project management work in the coming years is expected to include working closely with Parks and Recreation and the Rebuilding Community Infrastructure (Rebuild) team to implement the transformation of Parks and Recreation and Library facilities. The first proposed Rebuild Project Statement includes 12 libraries, seven of which are co-located with recreation centers. The Free Library is developing a customer engagement plan to ensure that feedback from the community informs these projects.

The Free Library will begin implementing an energy saving Controls Project, a four-phase project that will provide state-of-the-art heating, ventilating, and air conditioning (HVAC) controls in 16 Free Library locations. This project qualifies for a PECO custom measure incentive that could potentially offset the cost of the project. Savings will be reported on a monthly basis to the city of Philadelphia as well as PECO for custom measure incentives. This project has capital funding of \$450,000 and is a four-phase project being completed in FY19. The system will have the capability of being expanded to include lighting, shade, and card access controls, and will include a dashboard for all sites to monitor their energy usage and help the Free Library reach its energy saving goal of \$175,000 beginning after full implementation in FY20.

In addition to modernized HVAC controls, the Free Library plans to install new security systems in the coming year. The new Internet Protocol security camera systems will be installed in 20 of the Library's 53 sites in FY18-19, allowing for their integration into the Library-wide area network.

<b>FY19 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>• Implement Phase One of Controls Project (energy savings) in four branches.</li> <li>• Implement Phase Two of Controls Project (energy savings) in three Regionals and two branches.</li> <li>• Implement Phase Three of Controls Project (energy savings) six branches.</li> <li>• Implement Phase Four of Controls Project (energy savings) in Central Library.</li> <li>• Implement new security systems in 20 branches.</li> </ul>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Energy use (kWh) <sup>1</sup>	8,807,633	4,544,655	8,807,633	7,222,259
Building service requests (totals) <sup>2</sup>	2,654	2,014	2,654	3,400
Median turnaround time (to completion) for building service requests	7.1	5.8	5.0	5.0
Number of events supported by property management <sup>3</sup>	2,612	2,015	2,800	3,200

<sup>1</sup> The five 21<sup>st</sup> century libraries coming online all have energy-efficient features in them (motion-sensor lights, energy efficient HVACs, LED lighting). Energy use (kWh) represents 12 library sites that are part of the project. The Library projects usage savings of 18%.

<sup>2</sup> This is internal maintenance.

<sup>3</sup> This includes custodial work and security support for events (mainly at Parkway Central), such as weddings and the use of the kitchen. Reimbursements for this purpose go from the Foundation to the General Fund. There is seasonality to this measure: Q3 is expected to be slower than both Q1 and Q2, as fewer events take place on the fourth-floor terrace in the winter.

# HOMELESS SERVICES

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## MISSION

The mission of the Office of Homeless Services (OHS) is to provide the leadership, coordination, planning and mobilization of resources to make homelessness rare, brief, and non-recurring for Philadelphia. OHS works together with more than 60 homeless housing and service providers, as well as the City, state, and federal government, to make up Philadelphia's homeless service system. This system provides prevention, diversion, emergency, temporary, and long-term housing to people experiencing homelessness.

OHS accomplishes this work through the following programs:



- **Prevention, Diversion and Intake:** Stationed at OHS's Homeless Crisis Response Centers, OHS staff helps people respond to serious housing emergencies by providing counseling, mediation, and one-time financial assistance for security deposits, rent, and utilities, and, if need be, entry into shelter.
- **Emergency and Temporary Housing:** This program meets the immediate and short-term housing needs of people experiencing homelessness, generally through congregate housing, and provides housing case management to assist them in resolving their homelessness permanently.
- **Permanent Housing:** Supportive housing provides long-term stability to people with physical and behavioral health needs living on extremely low fixed incomes by combining a rent subsidy with wrap-around services. It has an average 90% success rate in preventing a return to homelessness. Rapid Re-Housing provides short-term rental subsidies with housing case management focused on income stabilization and has an 85% success rate. Riverview Home, a 100-bed personal care facility licensed by the Pennsylvania Department of Human Services, is also part of this program and provides individualized personal care services to adults who require assistance with activities of daily living.
- **Infrastructure and Administrative Services:** This program provides support for the overall strategic direction of OHS, including the Federal Department of Housing and Urban Development (HUD)-mandated Continuum of Care (CoC), planning, training, grants management, performance management, external affairs, communications, and systems change initiatives. Additionally, this program houses OHS's Administrative Services unit, which includes budget and finance, contract administration, human resources, facility and asset management, and information technology.

## ACCOMPLISHMENTS

Within the Philadelphia Homeless Continuum of Care, there are 5,079 Permanent Supportive Housing beds, 3,360 emergency beds, 1,587 transitional housing beds (for individuals to use up to 24 months), and 377 Journey of Hope and Safe Haven beds (entry level for individuals experiencing chronic homelessness).

**Prevention, Diversion and Intake:** Through City and federal funding, OHS tripled the funding for homelessness prevention services in FY18. These services include financial assistance for security deposits, rents, and utility assistance. These services help households re-connect to community and family supports, enabling them to stay out of shelter. As of December 31, 2017, 358 households had received homelessness prevention services.

OHS was also selected for the Knight Cities Challenge "PHL Participatory Design Lab" to use evidence-based service design and social sciences methodologies to better serve and improve the experiences of people who interact with OHS. OHS will focus on making improvements to the homeless intake process.

In January 2018, OHS launched the Coordinated Entry and Assessment-Based Housing Referral System ("CEA-BHRS," pronounced "Seabreeze"). This system is designed to coordinate program participant

access, assessment, and referrals to homeless assistance services and housing so that resources in the homeless system are used as effectively as possible.

**Emergency and Temporary Housing:** While the total number of people experiencing homelessness in 2017 has decreased by 7% since January 2016, the opioid epidemic has increased the number of unsheltered persons by 251 over the same timeframe. In response to this epidemic, OHS has taken several steps to target high-need areas with the highest concentrations of opioid-addicted users, specifically in the Kensington/Gurney Street areas, with overdose prevention and harm reduction. Over the past year, OHS has provided its staff and providers with Naloxone, the opioid overdose medication, as well as overdose reversal kits and related training. In addition, given the pressing need around treatment and housing, OHS established a 40-bed respite in Kensington. The respite facility, which opened in 2015, served 73 people in its first winter. Of the people served, half entered treatment and/or housing. This marks considerable gains, as this population has been very resistant to this assistance historically. The Kensington respite has since expanded its operation, becoming a year-round site in July 2017. OHS's goal is to add another respite by the end of FY18 to continue to address street homelessness.

In FY18, OHS continued its Winter Initiative which runs from December through March and provides beds and overnight space to individuals experiencing street homelessness to keep them alive in extreme weather. In addition to this initiative, OHS continued to support the City's Code Blue efforts. Code Blue is a City-issued emergency warning in response to extreme cold, and is a collaboration among OHS, the Department of Behavioral Health and Intellectual disAbility Services (DBHIDS), and the Outreach Coordination Center operated by Project HOME. During a 15-day Code Blue between December 29, 2017 and January 8, 2018, OHS supported the City's Office of Emergency Management in the operation of a warming center.

In FY17, OHS began collaborating with People's Emergency Center, Public Health Management Corporation, and researchers from various regional universities, through the Building Early Links for Learning (BELL) project. A two-year initiative aiming to reduce harm to children experiencing homelessness, this \$50,000, privately-funded partnership focuses on increased enrollment into high-quality early childhood education (ECE) and enhancing the developmental friendliness of homeless services. After the first year of the project, ECE enrollment has increased from 50% in spring 2016 to 63% in fall 2017. OHS is currently in year two of this project, and is assisting with a second round of self-assessments to measure whether or not the improvements funded during the first year of the project had any impact on the child-friendliness of the program; and establishing a set of trainings and guidelines aimed at addressing barriers to enrollment and creating a system-wide action plan to increase enrollment into high-quality ECE programs.



*Tireless outreach workers never give up on anyone. They save lives every day.*

OHS continues to expand the number of beds in its emergency housing stock to meet demand. Emergency Housing is a short-term accommodation for individuals and families to resolve an immediate housing crisis. The level of need is assessed and case management assistance is provided so that these individuals obtain the appropriate care they need. OHS added 26 emergency housing beds in FY17 and 36 beds in FY18, for a total of 266 beds, for single women, who have emerged as an underserved, vulnerable population living on the streets and in need of specialized services.

In FY18, OHS adopted new emergency housing standards based on Housing First, Housing Focused, Prioritization, Person-

Centered, and Strength-Based principles. This was the first major overhaul in ten years. The previous standards were outdated and punitive in nature. These new guiding principles work to lower barriers to entry and improve customer experience.

**Permanent Housing:** OHS has continued its efforts of reducing the number of individuals experiencing chronic homelessness in Philadelphia. Since July 2016, OHS has housed 415 chronically homeless people through a variety of programs and initiatives.



*Brenda (left) was homeless for over 20 years, but now lives in Serenity House with two other chronically homeless women.*

OHS's annual Rapid Re-Housing goal of 380 families, have been housed in the first half of FY18. The availability of these funds has reduced family shelter stays and shelter beds, with an 85% success rate in preventing a return to homelessness.

Last year, the Mayor and City Council authorized an additional \$525,000 for additional permanent supportive housing units. With this funding, OHS added 68 units to address chronic street homelessness. Fifteen of these newly-funded units are dedicated to addressing the pressing need for housing among opioid users experiencing homelessness, bringing the total number of units dedicated to opioid users to 75. In November 2017, 65 of the 75 units were occupied, and 52% of occupants received Medication-Assisted Treatment (MAT) or were abstinent. Since street to treatment has been found to be a challenge, this model is offering people an indoor space from which to continue engagement and encouragement and increases their likelihood of entering treatment.

Over the past year, OHS also piloted three additional permanent housing programs. The first, a model using \$89,000 of Pennsylvania Department of Human Services Temporary Assistance for Needy Families (TANF) funds for Rapid Re-Housing, housed 22 families and connected them to housing stabilization and job development services. The second, Shallow Rent, used \$110,000 from the City's General Fund and was piloted in collaboration with DBHIDS, where rent was subsidized for the tenant to maintain his/her housing. These efforts will result in 30 individuals moving into permanent supportive housing. The third program, a row home in South Philly called Bethesda's Serenity House, used \$56,000 from the City's General Fund and is in partnership with the Bethesda Project, a Philadelphia nonprofit that provides services to the homeless. OHS provided rental subsidy assistance and services for three chronically homeless women who reside permanently in the row home.

OHS continued to expand its Rapid Re-Housing program to help homeless families get back on their feet. This short-term, rental subsidy program aims to reduce the time households are homeless, move households quickly into permanent housing, and reduce the number of households returning to homelessness once their assistance ends. The Rapid Re-Housing program is a Housing First intervention, meaning households will not be screened out for assistance based on criteria that assumes to predict successful outcomes, such as income, employment, criminal history, mental health history, or medical history. Thanks to an additional \$500,000 in FY18, a total of 200 families, more than half of

**Infrastructure and Administrative Services:** In FY17, OHS instituted an action plan that came out of the Mayor's Shared Public Spaces Workgroup, a public-private partnership that aims to crack down on panhandling, address chronic street homelessness, and streamline outdoor meal services in the city's shared public spaces. One finding in the plan was a clear need for more daytime services, such as meal provision, group and support service engagement, showers and laundry, for individuals experiencing homelessness. In response, OHS expanded the hours of the New Life Center in February 2017, to 12 hours a day, seven days a week, as an alternative to being in a park or on the street. During the first half of FY18, 152 intakes were completed; approximately 40-50 people were served breakfast, lunch, and dinner daily; and 10-20 participants attended groups on various topics.

In FY18, OHS also opened Hub of Hope, a daytime engagement center that is a joint venture of SEPTA, the City, and Project HOME. The 11,000-square-foot facility in the Concourse at Suburban Station offers food, laundry, showers, and access to medical and mental health services to chronically homeless people as an alternative to sitting in the Suburban Station Concourse.



*The New Life Center, which expanded hours in February 2017.*

#### Partnerships and Collaborations



*Members of the City's Voices of Youth Count (VoYC) panel.*

of lesbian, gay, bisexual, transgender, and queer (LGBTQ) youth. In the first half of FY18, 21 youths were rapidly re-housed; 31 were served by the newly hired Community Navigator, who provided case management, outreach, and assistance in connecting to housing and mainstream resources; 106 received emergency housing services; 36 employment services; and 40 received LGBTQ-specific services.

Lastly, in November 2017, this program established a participant comment line for clients of OHS, community members, and community partners. Aimed at improving the overall services offered by OHS provider agencies and improving client satisfaction, the line is staffed Monday-Friday, 9 AM-5 PM, and messages can be left after hours and made anonymously.

In August 2016, Philadelphia was one of 22 cities in the Voices of Youth Count (VoYC), a national initiative designed to fill gaps in the nation's knowledge about the scope and scale of youth homelessness. This culminated in the City's most comprehensive and insightful report on the youth homeless population to date. Based off this work, OHS has focused efforts on expanding services to homeless young adults (ages 18-24).

In December 2016, OHS launched the Housing for Youth Collaborative with \$500,000 of new funds to address youth homelessness. This unique collaborative provides a continuum of supportive services including employment, reconnection to school, and counseling, including special sensitivity to the unique needs

## PLANS FOR FISCAL YEARS 2019-2023

**Prevention, Diversion and Intake:** Operating under the newly implemented CEA-BHRS system, OHS will continue to serve as the 24-hour/365-days-per-year crisis triage and homeless system access point for individuals and families experiencing or at risk of imminent homelessness. OHS will provide prevention, diversion and intake services at the Housing Crisis Response Centers and at two newly established youth-designated access sites for youth experiencing homelessness. OHS will also continue to provide oversight and staffing of the Philadelphia Food Access Collaborative, which was previously managed by the Office of Community Empowerment and Opportunity, to expand access to food for vulnerable individuals through soup kitchens and community meals.

In addition, the Meals and More program is moving to OHS from the Office of Community Empowerment and Opportunity. This is an effective, partnership-based solution to address the challenges of reducing hunger in Philadelphia and to better serve the needs of vulnerable individuals who seek emergency congregant meals. With support from the William Penn Foundation, Meals and More awards mini-grants to small meal providers who connect vulnerable residents to healthy emergency meals and vital services through this program.

FY19 Strategic Goals				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of households provided homeless prevention assistance <sup>1</sup>	760	358	650	725
Number of new persons entering homelessness <sup>2</sup>	N/A	2,611	5,200	5,075

<sup>1</sup> This figure measures the number of households provided Homeless Prevention assistance. "Household" means individual and/or family. Annual targets are based on funding awarded through the Housing Trust Fund and Community Services Block Grant (CSBG). OHS's FY18 target is 650. This figure assumes \$1,000 of assistance per household. Often, households require less assistance, and OHR can serve more households. The number might vary, based on level of need.

<sup>2</sup> This measure is new for FY18, so FY17 is not available. This is a cumulative measure.

**Emergency and Temporary Housing:** OHS will continue to provide short-term housing (emergency and transitional) for vulnerable individuals and families to resolve their immediate housing crises. Housing Case Management assistance will be provided to assist the household with obtaining appropriate permanent housing through CEA-BHRS, through which people experiencing or at risk of experiencing homelessness can access the Housing Crisis Response system in a streamlined, centralized way; have their strengths and needs assessed quickly; and connect quickly to appropriate, tailored housing and mainstream services within the community, as available.

FY19 Strategic Goals				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Median length of stay in shelter, transitional, and safe haven programs <sup>1</sup>	N/A	170	165	160
Percent of exits to permanent housing destinations from shelter and transitional housing programs <sup>1</sup>	N/A	28%	29%	29%

<sup>1</sup> This is a new measure for FY18, so FY17 data is not available. This is a cumulative measure. Safe Haven (SH): Serves hard-to-reach homeless persons who have severe mental illness, are on the streets and have been unable or unwilling to participate in supportive services. The program provides 24-hour residence for an unspecified duration.

**Permanent Housing:** OHS will continue providing permanent housing for individuals and families experiencing homelessness using funds provided by HUD's CoC program to end homelessness. This pairs affordable housing that is not time-limited with wrap-around supportive services, including case management, counseling, and financial literacy, for people who have disabilities. Permanent housing will also be provided through the Rapid Re-Housing program. These contracted, cost-effective services have additional funding through the Federal Emergency Solutions Grant, CoC, and TANF, as available.

In recognition of continued pressing need around housing, the proposed Five Year Plan includes adding \$2.2 million annually to fund 80 respite slots (shelter-like congregate housing that is accessible during the day and night) and 60 Housing First vouchers (rent for a private apartment). These low-barrier housing options would target opioid-addicted individuals in Kensington.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Accelerate and streamline the application and move-in processes for permanent housing.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of households provided Rapid Re-Housing assistance to end their homelessness	380	200	380	400
Percent of households that return to homelessness within two years after exiting to a permanent housing destination <sup>1</sup>	N/A			8%
Number of households placed into all types of permanent housing, including permanent supportive housing and Rapid Re-Housing <sup>2</sup>	970	411	775	820

<sup>1</sup> This is an annual measure, so YTD data is not available. This measure is new; OHS will begin reporting on this measure in FY19. The 8% target measures the return to homelessness of households that exited from any program type into any permanent housing type.

<sup>2</sup> The Philadelphia Housing Authority has reduced the number of blueprint vouchers since FY17.

**Infrastructure and Administrative Services:** Entering into the second year of its reorganization, OHS will continue to conduct comprehensive reviews of its administrative and program processes and make any necessary policy, program, procedure and staffing alignment changes to ensure quality, compliance and efficiency throughout all of OHS's work. OHS will spearhead the implementation of the City's new Five-Year Strategic Plan to address homelessness, and continue to improve its performance management tracking ability and program performance outcomes. By increasing the usability and accuracy of homeless system data, OHS will create centralized performance tracking policies and processes to ensure data entered into HMIS is accurate and complete. Additionally, OHS will continue to coordinate services with the City's Health and Human Services Cabinet to establish system-wide data sharing agreements to facilitate cross-system collaboration.

The Five Year Plan also proposes adding \$1 million annually to support the annual operating costs for the Hub of Hope, which provides daytime respite and needed services in Center City to individuals who would otherwise be on the street.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Complete and launch new five-year plan to make homelessness rare, brief, and non-recurring in Philadelphia.</li> <li>Evaluate the implementation of the Coordinated Entry System and Assessment Based Housing Referral System (CEA-BHRS) to ensure the system is working effectively and efficiently to move households into the most appropriate housing intervention.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Median number of days to conform contracts (days) <sup>1</sup>	N/A			45
Data quality: number of key data elements in the Homeless Management Information System (HMIS) that meet the completeness threshold <sup>2</sup>	N/A	9 of 16 Data Elements	9 of 16 Data Elements	10 of 16 Data Elements

<sup>1</sup> This measure is new; OHS will begin reporting on this measure in FY19.

<sup>2</sup> The completeness threshold requires a less-than-10% error rate for each data element. This is a cumulative measure.

# HUMAN RELATIONS

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## MISSION

The Philadelphia Commission on Human Relations (PCHR) is the City's official civil rights agency. PCHR enforces an important set of laws that prevent discrimination and promote equality. PCHR works to: enforce anti-discrimination laws, especially the City's Fair Practices Ordinance; administer the "Ban the Box" law that prevents discrimination against people with criminal records in employment; investigate complaints of discrimination and violations of civil rights laws; resolve community conflicts through dialogue and other dispute resolution methods; and educate the public on their legal rights and responsibilities.

PCHR is led by a nine-member commission, appointed by the Mayor. This commission decides disputed complaints and conducts hearings to educate and inform the public. PCHR works to make sure that everyone in Philadelphia has equal rights and opportunities. Since 1993, PCHR has also staffed the Fair Housing Commission (FHC), which is charged with remedying unfair rental practices and addressing unsafe and unhealthy conditions in rental properties through enforcement of the Fair Housing Ordinance.

## ACCOMPLISHMENTS

*Compliance Unit:* PCHR's Compliance Unit enforces laws that prohibit discrimination and promote equality. These include Philadelphia's anti-discrimination law, the Fair Practices Ordinance; the Fair Criminal Record Screening Standards Law ("Ban the Box"); and the Entitlement to Leave Due to Domestic or Sexual Violence Ordinance. Two new protections were added to the Fair Practices Ordinance in FY17 to prohibit using credit and wage history reports in hiring. The City is currently defending a lawsuit surrounding the Wage Equity law. At the conclusion of the litigation, The PCHR is prepared to enforce the new law if Plaintiff's motion for preliminary injunction is denied, and educate employers and the public about it.

The Unit also educates businesses, housing providers, and the public about these laws and, when necessary, PCHR conducts educational hearings addressing discriminatory conduct or other issues of inequality. Over the past year, the PCHR created new handouts and presentations, translated into eight languages, to actively address issues of bias and discrimination. To boost outreach efforts, PCHR also hired a Communications Director in September 2017 who will focus on additional outreach and promote the Commission's work.

PCHR also has a work-sharing agreement with the federal Equal Employment Opportunity Commission (EEOC). Under contract with EEOC as a Fair Employment Practices Agency (FEPA) that aligns with the Federal Fiscal Year (FFY)<sup>37</sup>, PCHR receives dual-filed discrimination cases, which it investigates and closes. In FFY17, the PCHR closed 150 FEPA cases.

In October, one year after issuing its initial recommendations to address racism and discrimination in Philadelphia's lesbian, gay, bisexual, transgender, and queer (LGBTQ) community, PCHR presented a



*Community Conversation with the LGBTQ community and release of the PCHR's progress report on racism and discrimination in the Gayborhood.*

<sup>37</sup> The Federal Fiscal Year runs from October 1 through September 30 each year.

progress report outlining compliance achieved and new initiatives that had been introduced over the preceding year. Twelve bars in the “Gayborhood” had completed PCHR training, and the PCHR created new tools and strategies for identifying and reporting acts of discrimination, hate crimes, and bias incidents.

The Compliance Unit also includes an Employment Discrimination Mediation Program, which resolves employment discrimination, housing, and public accommodations cases efficiently by drawing upon support from volunteer lawyers who trained in mediation. Mediation makes processing more efficient by settling issues at an earlier stage and by avoiding lengthy investigations. In calendar year 2017, 28 cases were mediated, and the total monetary recovery for complaints resolved through settlements and mediations was \$235,652.

*Community Relations Division (CRD):* The CRD provides a variety of conflict resolution and mediation services to resolve neighborhood disputes and works to engage people of different backgrounds to promote intergroup harmony. The CRD also conducts skills-building workshops and serves as a general educational arm of the PCHR. Through its Dispute Resolution Program, the CRD routinely responds to requests from residents, policymakers, and law enforcement to help quell neighbor disputes and other volatile situations that have not yet escalated to violence and that are not being litigated in court. The Dispute Resolution Program is one of PCHR’s most frequently-accessed initiatives, helping to divert police presence or constituent services resources to more pressing matters by preventing neighborhood problems from escalating. In FY17, the CRD investigated 315 neighbor dispute cases and 40 intergroup conflicts.



*Community Relations Division staff assisting at Temple's Diversity Symposium.*

Between November 2016 and November 2017, PCHR recorded a record high of 108 separate hate incidents. Prior to November 2016, there were approximately three incidents per month. Incidents over the last year have varied from anti-immigrant, anti-Semitic or anti-Islamic messages, to vandalism, assault, and harassment. The CRD responds to these incidents by working to reduce fear and tension and to help build stronger communities. In January 2017, PCHR co-hosted a hate crimes conference called “Unifying Our Communities – Responding to Hate” with the Department of Justice, the Anti-Defamation League (ADL), and the Interfaith Center of Pennsylvania. PCHR also organized a

follow-up summit, along with the Pennsylvania Attorney General’s Office and the ADL, in January 2018. This summit was led by leaders of the community and of faith-based and nonprofit organizations, and provided an update on the status of hate crimes in Pennsylvania and the Philadelphia region.

In FY17, PCHR continued to deploy its Philadelphia Civil Rights Rapid Response Team, which is an interdisciplinary group that includes civil rights leaders from city, state, and federal agencies, the School District, and advocacy groups that focus on responding to hate crimes, bias incidents, and violent acts that have bias potential. The Team also educates stakeholders about a range of topics, including law enforcement procedures for investigation, the rise of violent extremism and its impact on civil rights and hate crime, and agencies’ protocols in responding to bias incidents. In FY17, the Team conducted 17 trainings on how to report hate crimes and bias incidents for vulnerable communities including refugees, immigrants, and LGBTQ groups and their service providers. Each month, the PCHR also convenes an Interagency Civil



*Deputy Director, Randy Duque, after training staff of the FLP on de-escalation tactics.*

conducting information sessions and skills workshops for community stakeholders, including churches and other groups. For example, in its community-police dialogues, the CRD uses facilitated dialogues to foster stronger relations between the police and community members, particularly youth.

The CRD also works to prevent conflict through its Conflict Resolution 101 trainings. These trainings were developed by CRD staff and have been delivered to a variety of community organizations, religious and youth groups. In FY17, CRD conducted 17 new specialized trainings covering de-escalation techniques and bias awareness for Free Library staff, School Police recruits, various community groups, and faculty at several schools. In FY17, the PCHR conducted 188 prevention education and outreach activities.

In FY17, also PCHR partnered with Reading Terminal Market, HIAS PA (an immigrant and refugee organization), and the Penn Project for Civic Engagement on a project called Breaking Bread, Breaking Barriers. This initiative brought about 120 people from 13 neighborhood communities in a series to gain a better understanding and respect for each other through cooking demonstrations, sharing meals from participants' respective cultures, and dialogues facilitated by CRD staff.

PCHR received the 2017 FBI Director's Community Leadership Award in recognition of the CRD's work addressing community disputes, race relations, cultural diversity, and LGBTQ issues. PCHR also continues its active participation in the International Association of Official Human Rights Agencies (IAOHRA), which is an association of directors and commissioners of local and state human rights/relations agencies.

***Fair Housing Commission (FHC):*** The FHC enforces the Fair Housing Ordinance (Chapter 9-800 of the Philadelphia Code), which addresses unfair rental practices in housing, particularly when a property has been cited for code violations. Each year, hundreds of tenants file complaints with the FHC seeking redress after their landlords engage in unfair rental practices, such as terminating a lease when a property is cited for code violations or retaliating against tenants for exercising their legal rights. The FHC also conducts educational outreach to inform tenants and landlords of their legal rights and responsibilities.

FHC leadership has played an active role in the Mayor's Eviction Task Force, which is charged with issuing recommendations on how to ease or end the eviction crisis that is affecting many low-income

Rights Task Force that is made up of local, state, and federal law enforcement agencies and community partners who work to prevent intergroup tension and bias crimes.

The CRD plays an active role in preventing conflict through its Prevention and Community-Building Program, which seeks to engage the community through a variety of programs. These programs include leading and participating in outreach events and activities; organizing community dialogues; and



*Breaking Bread, Breaking Barriers, 2017.*

Philadelphiaans, in FY18. Among other initiatives, members of the Task Force have focused on strengthening the Fair Housing Ordinance to provide greater protections for tenants and landlords in the city. The FHC has also continued to work with refugee and immigrant organizations to educate their staff on the rights and responsibilities for tenants and landlords, with a focus on preventing housing discrimination.

## PLANS FOR FISCAL YEARS 2019-2023

Over the next five years, PCHR will continue to work to enforce anti-discrimination and equality laws and will increase outreach to communities throughout the city. Key initiatives will include the following:

- Launch a media campaign in English and Spanish for the City's Ban the Box law that is aimed specifically at individuals with criminal records and businesses.
- Continue to work with the Coalition for Restaurant Safety and Health (CRSH) to educate restaurant owners and their employees on their rights and responsibilities regarding preventing workplace sexual harassment.
- Continue to prevent community conflict in neighborhoods experiencing changes by: implementing Breaking Bread Breaking Barriers 2.0, which is expected to move conversations to communities where the City is investing Rebuild dollars; convening "Stop and Go" community conversations, which will engage business owners and community members to gain a better understanding and respect for each other and to build stronger communities; and developing a Good Neighbor Guide that will include tips, conflict resolution techniques, and resources to build and maintain quality of life.
- Continue to partner with the Mayor's Eviction Task Force to conduct increased education and outreach on unfair rental practices and the Fair Housing Ordinance.

The PCHR is launching a new case management system that will allow the Commission to analyze data, track metrics, and run reports more efficiently. This new system is being rolled out during the fourth quarter of FY18. Starting in FY19, the system will help staff modernize the way all case information is tracked and will enhance PCHR's analysis capabilities for process improvement and performance reporting.

FY19 Strategic Goals				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Discrimination cases investigated <sup>1</sup>	150	23	159	159
Ban the Box cases investigated <sup>2</sup>	25	12	40	50
Neighbor disputes investigated	315	96	340	340
Intergroup conflict cases investigated	40	17	60	60
Prevention/education activities <sup>3</sup>	188	87	188	188
Fair Housing Commission number of cases	301	159	300	300

<sup>1</sup> Targets reflect the numbers in PCHR's contract with the EEOC. This contract runs over the course of the Federal Fiscal Year (10/1-9/30), so FY17 Actual figures are for 10/1/16-9/30/17, FY18 YTD figures are for 10/1/17-12/31/17, the FY18 Target is for 10/1/17-9/30/18, and the FY19 Target is for 10/1/18-9/30/19. FY18 YTD performance is low due to retirements among staff. PCHR anticipates that the number of cases investigated will increase before the end of the year to meet the target.

<sup>2</sup> Neighbor disputes tend to increase in the spring. As a result, PCHR expects to meet the FY18 year-end target.

<sup>3</sup> These activities include attending or organizing outreach events and activities; conducting information sessions and skills workshops for community stakeholders (i.e. informing community about PCHR and city ordinances, conducting workshops on conflict resolution, connecting people to resources); and organizing community dialogues.

# HUMAN RESOURCES AND CIVIL SERVICE COMMISSION

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## MISSION

Under the guidance of the Civil Service Commission, the Office of Human Resources (OHR) works to attract, select, and retain a qualified, diverse, and effective workforce to support the goals of the City. OHR accomplishes its mission by administering the City's Civil Service system, the purpose of which is to create and maintain workforce management programs based on merit and equity. OHR classifies and determines equitable pay rates for all civil service jobs; develops and administers examinations for candidates for City employment; and establishes ranked lists of qualified candidates for hire and promotion. OHR creates and adjusts civil service regulations as City programs, employment law, and bargaining agreements change; enforces regulatory compliance to reduce risk to the City; leads and guides human resource managers who are based within departments; and develops and manages a competitive yet cost-effective benefits program for non-union employees and union employees who opt in.

## ACCOMPLISHMENTS

Diversity and Recruitment Efforts: OHR has increased its efforts to diversify the applicant pool for City jobs over the last year. In 2017, OHR posted on its social media in numerous languages, including Spanish, Russian, Mandarin, and French; made nearly 200 City job announcements on the statewide job board, CareerLink; and attended 12 job fairs held by diverse groups of organizations, universities, and elected officials throughout Philadelphia. Since November 2016, when OHR started using *#PHLCityJobs* on Twitter, over 4,500 users have clicked on social media links to find civil service openings.

In December 2016, OHR implemented an online job notification system, which allows individuals who wish to apply for a job that is not currently open to opt to be notified when the application window opens for that job. In the first year of this notification system, OHR has received nearly 30,000 requests for nearly 950 job classes. This feature ensures that candidates do not miss out on new job postings and assists OHR in attracting qualified candidates for hard-to-fill jobs.

In FY17 and the first half of FY18, a total of 4,497 candidates were hired from civil service eligible lists: 3,167 in FY17, 1,330 in the first half of FY18. As of December 2017, the demographic makeup of the 22,416 candidates available for hire who disclosed their race was the following: 26% were White, 58% were African-American, 9% were Latino, 3% were Asian, and 4% were multi-racial, Native American, or Pacific Islander.

Indebtedness Pilot: The City's current indebtedness policy requires that candidates to whom City employment is offered must pay any debts that they owe to the City prior to employment. This has been an obstacle for some candidates. OHR has been working with the Office of the Director of Finance and other stakeholder agencies (Revenue, Water Revenue, Office of Administrative Review, Bureau of Administrative Review, and Payroll/Finance) to develop a process to allow for repayment of debt through payroll deductions to satisfy their debt(s). This pilot was expanded in FY18 to candidates for employment at the Philadelphia Department of Prisons. OHR is hopeful that this will reduce the amount of time that it takes to onboard a new employee by eliminating a barrier to employment. Results will be evaluated at the end of FY18.

Real-Time Job Candidate Data: OHR has updated its applicant-tracking and management software to enable departmental human resources (HR) representatives who are authorized to view the status of all candidates on their hiring lists to do so in real time. This change allows representatives to preview candidates who would be referred next for an interview. All HR Managers have been trained, and a written User Guide has been distributed. It is hoped that this feature will assist departments in filling vacancies more efficiently.

Benefits Administration: OHR's Benefits Division deploys the City's benefits strategy and is responsible for compliance with City-Administered Health Plans for both active employees and retirees. The Division also supports the City's four unions through ancillary programs. The Division participates in the monthly "Quick Start Philly" process, which is the City-wide onboarding process, and sits on the boards of union funds.

In 2017, changes were made to the City-Administered Plan (CAP) to encourage a reduction in the number of employee visits to the emergency room for non-emergencies. The emergency room co-pay was increased by 50% while the co-pay to non-emergency urgent care centers was reduced from \$75 to \$40. This change has contributed to a 10% reduction in the number of inappropriate visits to the emergency room over the previous year, and an increase of 45% in the number visits to urgent care centers and retail clinics in 2017.

The Division also operates Generic Drug and Maintenance Choice programs. The Generic Drug program encourages employees to use a generic medication as the first step in treatment and provides cost savings for both the employee and the City. The Maintenance Choice program encourages adherence to medications prescribed for long-term use or chronic conditions by making it more convenient and less expensive for individuals to comply with their medical regimens.

Over the last year, the Division also focused on educating employees to better manage their healthcare outcomes. In April of 2017, a health fair for all City-Administered Health Plan-eligible employees was held, presenting an opportunity for employees to talk with the City's health care providers, vendors, and several departments. The Division also facilitated 30 "Lunch and Learn" seminars in 2017. These seminars covered 12 topics for 1,200 participants. In addition, the email circulation for the Division's monthly wellness newsletter now exceeds 5,500 employees and retirees.

The Benefits Division also operates the City's wellness program, which aims to contain costs by motivating employees to engage in healthy behaviors. Individuals who complete the program receive a \$500 credit in their annual contributions for health benefits during the ensuing calendar year. Last year (2017) was the first year for retiree participation, and 65 retirees completed the program. The City exceeds the national average for wellness program participation. In 2017, nearly 49% of City employees earned the full wellness incentive, and nearly 46% of their spouses and life partners did. By contrast, the national averages for employees and spouses/life partners respectively are 43% and 34%.

In addition, the Benefits Division continues to participate in three external initiatives that aim to promote and encourage wellness: a Healthy Weight Study, in partnership with the University of Pennsylvania; a health communications study, in partnership with the Mayor's Office of Policy and Legislation; and a pre-diabetes intervention pilot, in partnership with the Center for Disease Control (CDC) and a private provider. Data is not yet available for the first two studies. For the pre-diabetes study, OHR has experienced a weekly participation rate over 90%, and the average weight loss has been over five pounds per month. Managing pre-diabetes is central to managing the onset of the other chronic diseases that are associated with diabetes.

Additional Initiatives: In FY17, OHR partnered with the Law Department and Risk Management to draft new procedures that ensure that employees who become disabled while employed by the City have increased opportunities for placement in alternate City jobs when they can no longer perform the essential functions of their original job assignment(s). The first phase of this work focused on service-connected disability. In late FY17 and in FY18, the team has focused on non-service connected disabilities. Input from key stakeholders will next be solicited prior to redraft and rollout.

OHR continues to lead monthly meetings for departmental HR managers to communicate updates to City programs and to explain changes to HR regulations and laws. OHR maintains its partnership with the Managing Director's Office, the Law Department, Risk Management, the Mayor's Office of Labor, the Office of the Chief Administrative Officer (CAO), and the Board of Pensions to provide in-depth training sessions on topics such as changes to the Fair Labor Standards Act, the results of new bargaining agreements, return-to-work strategies for injured workers, initiatives for non-civil service employment, and

the parameters of new pension plans. In December 2017, the training program for the new Family and Medical Leave Act (FMLA) manual began.

## PLANS FOR FISCAL YEARS 2019-2023

Early in 2018, the Office of the Chief Administrative Officer and the Office of Human Resources, in collaboration with the Managing Director's Office, the Office of the Director of Finance, and the Office of Labor Relations, embarked on a comprehensive initiative to review people processes across the City. The project will examine human resources (HR) functions and explore opportunities for improvement by leveraging technology, promoting greater partnership between HR and operations, driving inclusion and equity, and encouraging collaboration. The goal is to create a sustainable and supportive environment that enables the City to attract and retain a high-quality and diverse workforce that is dedicated to providing quality services.

The City is also preparing to implement an integrated human resources, benefits, employee time, pensions, and payroll system called OnePhilly in December of 2018. OHR has been advising the OnePhilly team regarding City regulations, practices, and procedures; ensuring that data related to employees is made accurate and kept accurate; providing monthly reports of data mismatches to human resources staff for resolution and update in legacy systems; educating this group regarding the impacts of specific data once the new system is live; and providing ongoing oversight and guidance to ensure a successful launch. OHR will continue to work with the OnePhilly team to ensure a successful implementation. This will include a new business process for the review and approval of positions by the Office of Budget and Program Evaluation and OHR, using the new OnePhilly software.

FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percent of civil service eligible lists produced on or before targeted date	99%	98%	95%	95%
Average number of days for producing civil service eligible list	44	48	≤ 55	≤ 55
Percent of civil service exams administered on published and projected target date	96%	95%	95%	95%
Percent of new hires who have satisfactory or higher performance evaluations and have not been involuntarily separated after one year of hire <sup>1</sup>	95%	95%	95%	95%
Percent of employees and spouses/life partners enrolled in wellness initiatives <sup>2</sup>	46.5%	N/A	50%	50%
Average turnaround days for HR transactions <sup>3</sup>	1	1	1	1
Number of civil service eligible lists <sup>4</sup>	352	170	N/A	N/A

<sup>1</sup> OHR is using this measure to assess the quality of eligible candidates.

<sup>2</sup> This is an annual measure that is calculated on a calendar year basis. 2017 was the second year for spousal/life partner inclusion. Enrollment data will be available in October.

<sup>3</sup> Transactions include employee hires, promotions, transfers, leaves of absence, salary changes, and separations.

<sup>4</sup> The number of lists produced annually depends on departmental needs and requests, so OHR does not set targets for these measures. The number of lists typically varies from 250 to 450.

# HUMAN SERVICES

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## MISSION

The Philadelphia Department of Human Services (DHS) is the county's child welfare agency. The Department's mission is to provide and promote child safety, permanency, and well-being for children and youth at risk of abuse, neglect, and delinquency. DHS has three primary operating divisions:

- **Community-Based Prevention Services:** In conjunction with community-based providers, DHS provides services designed to divert children and families from the formal child welfare system. These services include Out-of-School Time (OST), in-home case management, domestic violence support services, truancy intervention services, housing support, and mentoring.
- **Child Welfare Operations:** DHS operates a child abuse hotline 24 hours per day, 365 days per year to respond to allegations of child abuse or neglect. In addition, social work staff conducts investigations and assesses families to determine their need for services. While the primary focus is to keep children at home with their families, DHS manages the placement of children based on the existence of safety threats in a family. DHS works with six providers called Community Umbrella Agencies (CUAs) to provide ongoing services (in-home and placement) to children and families in 10 geographic regions in the City. In home safety services are case management social services designed to stabilize a family and eliminate the existence of safety threats. Placement services are living environments for children removed from their parents or guardians and include kinship care, non-relative foster care, and congregate care.
- **Juvenile Justice Services (JJS):** DHS operates the Philadelphia Juvenile Justice Services Center, the City's secure detention facility for juveniles. In addition, the JJS division supports and funds a full array of diversion programs to prevent youth from entering the juvenile justice system.

## ACCOMPLISHMENTS

Beginning in January of 2013, DHS officially operationalized a system-wide transformation called Improving Outcomes for Children (IOC). IOC is based on the premise that a community neighborhood approach with clearly defined roles between county and provider staff will positively impact safety, permanency, and well-being of the children and families that are involved with DHS. IOC is a single case management system in which a family has one case manager who is responsible for the provision of ongoing services.

Over the last year, the Department made significant progress toward accomplishing the four primary goals of Improving Outcomes for Children (IOC):

- More children and youth maintained in their own homes and communities;
- More children and youth achieving timely reunification or other permanence;
- A reduction in the use of congregate care; and
- Improved children, youth, and family functioning.

Specifically, the Department's core metrics are showing marked improvement since IOC began in FY13. Nearly half of all children and youth in placement (46%) are living with relatives in kinship care, as compared to 32% before IOC began. For those children and youth who are living in a family-based setting,



*DHS Commissioner Cynthia F. Figueroa with a mother and her newly adopted daughter.*

54% are in kinship care, as opposed to 44% before IOC began. Placing children with kin after removal often reduces trauma and makes the transition to placement easier.



*A participant in an afterschool program.*

Children and youth continue to remain in their communities. Over half of the children and youth in foster and kinship care (57.1%) live within five miles of their home of origin, and 81.8% live within 10 miles. Living close to their home of origin allows children and youth to remain connected to their schools, extracurricular activities, and extended families.

More children are also finding permanency, which means that children and youth are reunifying with their parents or, when that cannot happen safely, children and youth are either adopted or find permanent custody with other families. Specifically, discharges to permanency have increased every year

since FY13. From FY16 to FY17, the overall permanency rate increased by 2%.

Last year's Plan included funding to increase the per-diem rate that is paid to foster parents. Parents use this per diem to cover basic expenses, such as clothing, food, school supplies, transportation, and other incidentals, for children under their care. Since 2003, this rate had not kept up with the cost of living, making it very difficult for foster parents to afford these necessary expenses. This funding increase has made care more affordable for foster families, improving quality-of-life and well-being for DHS children and youth in care, and enables DHS to recruit more foster parents.

Evidence shows that children and youth in placement are more likely to thrive in a family setting and that group home living should be used for treatment purposes only. Philadelphia has been committed to decreasing the percentage of children and youth who are in congregate care for several years. The percentage of children and youth in placement who are living in a group home or institutional setting is now at 12%, which is below the national average of 13%. This measurement has dropped by 7.5% (from 19.5%) during the past four fiscal years.

In May of 2017, based on progress made towards the goals of IOC, the Commonwealth of Pennsylvania granted Philadelphia DHS a full certificate of compliance. This full certificate was preceded by two provisional certificates of compliance. Shortly after the full license was granted, the Community Oversight Board (COB), which had been in existence for 10 years, recommended to Mayor Kenney that its operation sunset, since DHS had fulfilled the requirements of the Executive Order establishing the COB. Specifically, the Board found that the recommendations of the Child Welfare Panel had either been fully implemented or were addressed through the implementation of IOC.

In the fall of 2017, DHS expanded its hotline division to create a field screening unit that aims to divert low-risk families from the formal child welfare system. Through use of targeted prevention programs to support the needs of families, this expansion aims to reduce child placement and involvement with in-home safety services. The primary prevention program, designed to support and stabilize family functioning, is an in-home case management service called Family Empowerment Services (FES). Following this hotline expansion, FES programs have seen a 55% increase in utilization since September 2017.

Lastly, to increase accountability and transparency and improve outcomes for children and families in Philadelphia, DHS released its inaugural CUA Scorecard in the fall of 2017. This publicly-available document provides baseline data that the City uses to assess the CUAs' current performance and will use to measure CUAs' improvements over time. Specifically, the scorecard tracks the quality of services that lead to the best outcomes for children and youth. The scorecard measures performance in nine domains:

permanency, safety assessment and planning, visitation, case planning, court performance, supervision, health and education, finance and workforce. Many of the components of the scorecard relate to specific federal and state mandates such as visitation, case planning, and assessments.

## **PLANS FOR FISCAL YEARS 2019-2023**

Over the next five years, DHS will continue to work towards achieving the core goals of IOC. The Department will continue to focus its efforts around rightsizing the child welfare and juvenile justice system. DHS's work will focus on diverting children and families from the formal child welfare and juvenile justice system and increasing permanencies for children and youth in the child welfare system. From a fiscal perspective, DHS continues to work with its state partners to ensure timely billing and appropriate reimbursement for the services that are purchased.

To address the increase in referrals to DHS's FES programming, the Five Year Plan proposes additional funding of \$957,440 over the life of the Plan. This investment, which would fund an additional 16 case managers, assumes that the State would provide an 80% match to the City's 20% investment.

The Plan also proposes an additional investment of \$6.7 million over five years to support an increase in the per-diem payments made to foster care providers who deliver services to children and youth in DHS's care. The additional funding would provide for the full costs of transporting children/youth and their families to court dates, appointments, and other necessary meetings, and would also provide support for staff to focus on recruiting and training new foster parents. This investment assumes an 80% State match to the City's 20% investment and complements the FY18-22 Plan's investment in increasing the per-diem payments to foster care families.

DHS and the CUAs will continue to focus on increasing the number of children and youth who can safely reunify with their parents. Through the continued use of Rapid Permanency Reviews on a system-wide basis, staff will work to safely and promptly reunify families or find other permanent families. This process targets families who are close to permanency and works to eliminate barriers to permanency through a shared accountability process. During calendar year 2018, all CUAs in the ten geographic regions will conduct these reviews in order to expedite permanency for families. The DHS division of Performance Management and Technology will collect data from these reviews on a monthly basis and provide system wide reports on barriers, bottlenecks and progress towards permanency.

Finally, over the life of the Five Year Plan, DHS will work to implement the recommendations from the IOC Evaluation conducted at the request of Mayor Kenney by the Child Welfare Practice Group. This report, which validated the mission and the principles of IOC, recommended that DHS continue to refine its existing work while strengthening the practice and supporting the workforce. Among the many areas that DHS will focus on during the five year plan implementation is reducing the rate of children placed in out-of-home care and decreasing the number of youth who age out of foster care without permanent families.

FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Dependent placement population (as of the last day of the quarter)	6,095	6,010	≤ 6,095	≤ FY18 year-end
Percent of Child Protective Services (CPS) investigations that were determined within 60 days <sup>1</sup>	98.2%	98.9%	≥ 98.0%	≥ 98.0%
Percent of General Protective Services (GPS) investigations that were determined within 60 days <sup>2</sup>	64.9%	70.0%	≥ 80.0%	≥ 80.0%
Percent of children who enter an out-of-home placement from in-home services (cumulative) <sup>3</sup>	8.9%	5.6%	≤ 9.0%	≤ 9.0%
Percent of children in out-of-home placement who achieved permanency out of all children in placement in a given year (cumulative) <sup>4</sup>	23.7%	13.2%	28.0%	28.0%
Percent of dependent placement population in Congregate Care (as of the last day of the quarter)	12.9%	11.9%	≤ 13.0%	≤ 13.0%
Percent of dependent placement population in Kinship Care (as of the last day of the quarter) <sup>5</sup>	46.2%	46.6%	48.0%	48.0%
Percent of dependent placement population in care more than two years (as of the last day of the quarter) <sup>6</sup>	34.9%	37.4%	≤ 32.0%	≤ 32.0%
Average daily number of youth in detention at the Philadelphia Juvenile Justice Services Center (PJJSC) <sup>7</sup>	115.7	141.1	≤ 115.0	≤ 115.0

<sup>1</sup> This is reported on a one-quarter lag, as DHS needs to account for the 60-day window. FY18 year-to-date data provided is for FY18 Q1 only. CPS investigations are conducted pursuant to state law in order to determine whether abuse or neglect occurred. By law, CPS investigations not determined in 60 days can be unfounded automatically. Increases in the number of investigations staff and vigilant use of data to track investigation timeliness has helped DHS achieve a timeliness rate above 98%.

<sup>2</sup> This is reported on a one-quarter lag, as DHS needs to account for the 60-day window. FY18 year-to-date data provided is for FY18 Q1 only. GPS investigations are assessments conducted to determine if a family is in need of child welfare services to prevent abuse or neglect, to stabilize family, and to safeguard a child's well-being and development. The department is working on multiple fronts to improve the completion of GPS reports within 60 days. Some of these efforts include adding staff to Intake and Investigations, making training upgrades, and creating specialty screening units to enable safe diversion of reports to community-based services when there are no safety threats. The original target of 80% is undergoing an internal review because it is not based on the research literature or on state standards for GPS completion. DHS continues to increase the GPS percentage.

<sup>3</sup> This is a cumulative measure. It takes into account activity for the entire fiscal year up to the last day of the quarter being reported. The FY18 Q2 rate is slightly below that of FY17 Q2 and DHS expects that the progression in the rate of step-ups for the remainder of FY18 will be similar to that of FY16 and FY17.

<sup>4</sup> This is a cumulative measure. It takes into account activity for the entire fiscal year up to the last day of the quarter being reported. The rate is calculated by dividing the number of children in placement during the year to date who achieved permanency by the total number of children in placement during the year. Children in care for fewer than eight days are excluded. Permanencies are generally finalized later in the fiscal year.

<sup>5</sup> While this looks to be trending upward, there is variability from quarter to quarter. As with other measures, DHS is conducting an internal review to determine research-based or state standards for this measure.

<sup>6</sup> The percentage of children in placement longer than two years continues to grow. DHS is working with all stakeholders to identify and rectify delays in the adoption process. The addition of new legal staff in FY18 is expected to assist with this increasing demand.

<sup>7</sup> DHS is responsible for running this secure detention facility and maintaining state-mandated staffing levels. The average daily population at JJSC for FY18 Q1 is significantly higher than the same period in FY17. While it is known that the increase is due primarily to an increase in the length of stay, DHS is looking more closely at determining the reasons behind the longer stays.

# INNOVATION AND TECHNOLOGY

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## MISSION

The Office of Innovation and Technology (OIT) provides technology to help City employees do their work better and more effectively and efficiently, as well as to enable the various City agencies to better serve the public. OIT also oversees most major technology projects for the City of Philadelphia. The Office provides information technology (IT) services to City employees so they can communicate with each other and with the public; manages the bulk of the City's technology assets, including computers, printers, scanners, and more; delivers services which automate and simplify business processes and workflow, and provide easy-to-use business intelligence tools; monitors and updates security to keep information safe; finds new ways to use technology to modernize how City government operates; and offers digital design guidance and technical support for the City's website.

OIT accomplishes this work through the following programs:

- **911 Administration:** This program administers the City's 911 technology and its peripheral equipment, which enable the Police and Fire Departments to receive and prioritize emergency requests from the City of Philadelphia's neighborhoods and communities.
- **Departmental Services:** This program oversees a portfolio of over 200 applications, including email and desktop office suites, that automate and simplify business processes and workflows. Staff also provides City departments and offices with easy-to-use business intelligence tools.
- **Enterprise Services:** This program oversees the City's IT infrastructure in a 24-hour data center and provides services that protect the continuity of the City's business operations, as well as the confidentiality of the City's assets, systems, data and employee records.
- **Enterprise Administration:** This program includes OIT's Human Resources, Finance, Innovation and Project Management Units. Collectively, these units manage IT investments, human resources, financial resources, professional development and performance management.
- **Support Services:** This program provides information and support, both remotely and on-site, for various end-user needs, incidents and requests related to account management, desktop management, desktop software, file and print management, service center, and end-user device management.
- **Unified Communications:** This program manages and maintains the City's communications services, which include telephone, voicemail, mobile devices, videography, video surveillance, audio, cable and television connectivity services and equipment citywide.

## ACCOMPLISHMENTS

**911 Administration:** In December of 2017, OIT completed a \$2.8 million replacement of the Vesta 9-1-1 Call Processing system, which is the system used by the City to receive and log 911 calls. The replacement system will be better supported than the old system and will allow the City to provide "Next Generation 911" services, such as the ability to report emergencies via text message. Additionally, OIT upgraded radio consoles at Police Headquarters with state-of-the-art radio console hardware that supports the 800 MHz radio system used by first responders.

**Departmental Services:** OIT provided project management and technical support for the implementation of several large IT systems, including eCLIPSE for the Department of Licenses and Inspections (L+I) and the Data Warehouse and Case Management system for the Department of Revenue. Phase 2 of the capital-funded eCLIPSE system will allow all business and trades licenses to be available online. The Data Warehouse and Case Management system combines three internal collection systems and data from other City agencies, the Commonwealth of Pennsylvania, and the Internal Revenue Service (IRS). The system allows the Department of Revenue to uncover income reported to the IRS but not to the City, score delinquent accounts based on which ones are more likely to lead to payments, and match purchases of liquor

against what is reported in sales to improve collections of the Liquor Tax. To date, the Data Warehouse has generated \$28 million in revenue, which is four times its cost.

Additionally, OIT completed installation of the new Multi-Biometric Identification System (MBIS) for the Philadelphia Police Department. This is used to collect biometrics during the booking process. The new system provides the capability to cross-reference the biometric information with criminal history. OIT also supported the Chief Administrative Officer in launching an electronic signature platform to streamline contract approvals, providing project coordination and technical administration on the project.

**Enterprise Services:** In FY17, as part of Comcast's franchise renewal, the City signed a multi-year agreement with Comcast for an Institutional Network. This agreement, which covers the City of Philadelphia, will result in significant upgrades in speed and capacity to over 225 City facilities while reducing the City's overall network costs. The agreement also provides for courtesy internet accounts for the City's recreation centers presently operating without internet services so that, once complete, all City recreation centers will have internet access. As of January 2018, implementation of the network is well underway, with 71% of scheduled facility upgrades complete and 69% of the recreation centers that were previously operating without internet services now online.

Also in FY17, OIT made improvements to the City's geospatial technology. These improvements included replacing the citywide "address look-up tool" with one that is better performing and utilizes open source technology. With the new tool, software developers are able to build applications that look up and reference approved, standardized addresses and associated attributes of the addresses, such as the zip code and police district where the address is located. Additionally, OIT developed a platform on which developers can build their own mapping applications. City developers have already used this platform to develop several useful applications for City services including Atlas, a website that is open to the public and provides interactive access to city geospatial datasets.

OIT also continued to expand the City's enterprise ePay service, which enables online payment of certain taxes and fees for departments. In the first half of FY18, OIT made it possible for additional taxes to be paid online, so that all tax types are now payable through ePay. In total, the ePay service now collects \$481 million in revenue annually.

OIT also implemented pay cards to City employees. These cards can be used in place of printed checks when City employees elect not to use direct deposit and are expected to result in savings on mailing, paper check, and printer use costs.

**Enterprise Administration:** OIT's innovation consulting program draws upon City employees to develop and facilitate consulting sessions with City departments and external institutions, such as the University of Pennsylvania Alumni Relations Office and Code for Philly. These sessions are designed to assist these agencies in solving problems and approaching challenges in new ways. In 2017, the City expanded the organizational reach of the program by working with 19 entities on challenges ranging from improving internal communication to process improvement to long-term strategic planning.

The Digital Literacy Alliance is a broad coalition of institutional stakeholders working to alleviate the digital divide in Philadelphia. The Alliance has a seed fund of \$850,000, comprised of a \$500,000 grant from Comcast and a \$350,000 grant from Verizon. In FY17, \$167,000 of this seed funding was awarded to eight grantees to develop programs ranging from tablet training for seniors to digital English as a Second Language training for immigrants in Southwest Philadelphia.

In February 2017, Philadelphia was one of five cities awarded the Smart Cities Council Challenge Grant, which helps cities apply smart technologies to improve urban livability, workability and sustainability. As part of the grant, OIT hosted the City's first Smart Cities Readiness Workshop, intended to help kick-off the development of a strategic roadmap for "SmartCityPHL" by engaging a diverse range of institutional stakeholders. Over 190 attendees participated in discussions about smart affordable housing, the future of public safety, improving government efficiency through sensor technologies, and more.

**Support Services:** Through the City as a Model Employer initiative, OIT partnered with the Urban League to transition “displaced” workers, such as those who are out of work due to lay-off or downsizing, back into the workforce. Participants were given the opportunity to begin working in OIT’s Support Center, with the possibility of full-time employment after the program.

OIT also merged its support services for mobile devices (such as mobile telephones, mobile data devices, cellphones, and tablets) into one unit. The newly merged unit provides improved service to customers, as well as better management of user accounts.

**Unified Communications:** OIT installed an additional 50 video surveillance cameras for the Philadelphia Police Department, bringing the total number of cameras to 405.

## PLANS FOR FISCAL YEARS 2019-2023

**911 Administration:** OIT will implement a new Computer Aided Dispatch (CAD) system for the Philadelphia Police Department and Philadelphia Fire Department in 2020, using 911 funds. The new CAD system will help to enable additional “Next Generation 911” features.

In coordination with the Office of Immigrant Affairs, OIT will also launch an immigrant outreach program in the first half of FY19. The program, which will cost approximately \$100,000 through 911 funds, will focus on outreach and education about the availability of language access services, such as the option to request and receive an interpreter, when using the City’s 911 system.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Ensure the sustainability of emergency services systems.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Computer-Aided Dispatch (CAD) uptime availability <sup>1</sup>	99.999%	99.999%	99.999%	99.999%
Percentage of time radio system is not busy, thus preventing calls from going through to the dispatch center (aka "system busies") <sup>2</sup>	0.001%	0.001%	0.001%	0.001%

<sup>1</sup> Availability numbers are excluded when there is scheduled maintenance and downtime. Every CAD vendor requires CAD to be available 99.95% of the time. There are no real Association of Public Safety Communications Officials or 911 standards, however, every CAD vendor installs systems that will have a reliability factor of 99.95%.

<sup>2</sup> Availability numbers are excluded when there is scheduled maintenance and downtime. National Emergency Number Association (NENA), a national association that focuses solely on 911 policy, technology, operations, and education issues, requires radio availability for transmitting to not have more than 1% of the transmissions unable to get through. OIT currently exceeds this number every year due to the robust redundancy it has, as well as the number of channels.

**Departmental Services:** In FY19, the City will launch a new Human Capital Manager System, OnePhilly, which will replace the City’s current payroll, pensions, human resource, and time entry systems. OIT has supported the planning of this system and will provide support through the implementation and go-live. Also in FY19, OIT will support L+I in launching the remaining phases of the eCLIPSE project, enabling online permitting, plan review, and code enforcement services. Overall, the total cost for eCLIPSE is projected to be \$11.3 million (\$8.3M in capital, and \$3.0M in operating).

In 2018, OIT will launch a new Message Switch and Traffic Citation and Crash System (TraCS) for the Philadelphia Police Department. TraCS will enable the department to exchange information with criminal justice partners throughout Philadelphia, and will align to recent updates at the state level. TraCS will enable electronic field reporting for crash reporting and citation issuance, replacing the current paper-based process. OIT will also implement an eBilling solution for the Department of Revenue. This solution will allow customers to receive their water bills electronically, and guide them to a website to pay their bill. Similar programs have resulted in cost savings on postage, printing, and envelopes.

By the end of 2019, OIT will launch two solutions for the Streets Department: a Code Violation Notification (CVN) system for the Streets Walkways Education and Enforcement Program (SWEEP) program and

ePlans for developer plan review, both capital-funded. As these various capital-funded projects come online, OIT will need to provide additional support on the operating side of the budget. The FY19-23 Five Year Plan proposes \$15.5 million over five years to provide this support for several large capital-funded business applications and a number of smaller business applications. The funding covers operating costs such as system maintenance and support, Software-as-a-Service, training, and professional services.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Modernize key services and business applications to better enable departments to improve their service delivery.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percentage of all application-related tickets/issues resolved within SLA <sup>1</sup>	N/A	71%	75%	75%

<sup>1</sup>OIT migrated to a new system in FY17. FY18 represents the first full year of collecting data in the system.

**Enterprise Services:** OIT will implement a capital-funded Network Access Control solution in 2018. This will enable OIT to tighten IT security as the City's network is expanded to include public Wi-Fi at the Health Centers, the Courts, and other public areas in City facilities. Additionally, OIT will expand internal and public Wi-Fi to more locations.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Streamline technology and improve the City's security posture to provide high quality IT infrastructure.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Network availability percentage	99.95%	99.93%	99.97%	99.98%

**Enterprise Administration:** OIT will continue to cultivate a diverse and talented workforce and to improve IT governance throughout the City. This will include creating a Procurement Guide for IT project managers in early FY19 and improving the tracking and accounting of software licenses via a software license management program.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Cultivate a diverse and talented workforce.</li> <li>Elevate IT governance throughout the City.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percent of new capital business application projects on budget <sup>1</sup>	N/A	100%	80%	80%

<sup>1</sup>This is an annual measure. No meaningful data is available for FY17. "New" refers to this current Administration. Every project is counted as an equal for calculation purposes, regardless of the project's size. Contingency is based on a contract once it is conformed.

**Support Services:** OIT will continue to strengthen the support services that it provides to departments, making it easier to submit helpdesk tickets, improving customer notification of issues, and reducing resolution times for routine requests. Additionally, from FY19-23, OIT plans to refresh approximately 7,500 end-user workstations, providing City employees with the computing tools they need to perform their work effectively.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>• Improve customer service and satisfaction.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percent of tickets resolved within SLA terms <sup>1</sup>	N/A	70%	75%	76%

<sup>1</sup> OIT migrated to a new system in FY17. FY18 represents the first full year of collecting data in the system.

**Unified Communications:** Over the next five years, OIT will provide the City with enhanced telephone services. These enhancements will include caller identification, follow-me call forwarding (where multiple numbers are routed to a single phone or answering service), and the ability to send a fax from a computer. OIT will also complete the City's capital-funded migration to a VOIP (voice over IP)-enabled telephone system by 2020, focusing on locations outside center city. The estimated cost for this project is \$8.5 million.

OIT will also install an additional 100 video surveillance cameras annually at a cost of \$600,000, expanding the City's video surveillance coverage and improving public safety, particularly along commercial corridors.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>• Provide more agile telephone services, improving abilities for City staff to communicate via mobile solutions.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Uptime for video camera (VSS) coverage/network <sup>1</sup>	94%	96%	95%	95%
VoIP enabled uptime – initially focus on the five (5) major Center City buildings <sup>1</sup>	100%	100%	100%	100%
Time to resolve telecom incident tickets/issues within SLA <sup>2</sup>	N/A	95%	85%	85%

<sup>1</sup> Availability numbers are excluded when there is scheduled maintenance and downtime.

<sup>2</sup> OIT migrated to a new system in FY17. The target was reduced to capture the impact of the transition to the new system. FY18 represents the first full year of collecting data in the system. OIT may revisit the target after obtaining a full year's worth of data.

# INSPECTOR GENERAL

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## MISSION

The Office of the Inspector General's (OIG) goal is to keep City government free from all forms of misconduct. The Office conducts both criminal and administrative investigations of all departments, agencies, commissions, and boards under the Mayor's jurisdiction, as well as individuals or companies that do business with the City or receive City funding. The OIG has the power to: issue subpoenas; examine all City documents, contracts, and monetary expenditures made from the City treasury; and demand testimony from City employees. The Office works with federal, state, and local law enforcement when reviewing issues related to criminal activity and serious cases of fraud and corruption. OIG work also relies on the support of fellow Philadelphians who report allegations of wrongdoing in City government.

## ACCOMPLISHMENTS

The OIG continued to conduct criminal and administrative investigations of City departments in FY18. The Office's ongoing initiatives include the Pension Disqualification program, which removes criminals from City pension rolls; targeted enforcement for City-funded nonprofits to monitor and investigate possible wrongdoing; and contract oversight to investigate contracting abuses. The OIG has also continued its ongoing citywide training initiative entitled "Bids Gone Bad" to equip contracting personnel with the ability to vet contractors and assess a contractor's ability to fulfill the terms of a contract before it is awarded.

The OIG also continued its Integrity Officer program in FY18. In 2017, the Integrity Officer program was expanded to increase the number of Integrity Officers and to extend assistance to the Office of the Chief Integrity Officer (CIO). Previously, the Integrity Officer Program included representatives from 35 City departments and offices. The OIG now works with representatives from 70 City departments, offices, and units across the City. Integrity Officer responsibilities were also expanded to include disseminating ethics information from the CIO, as well as general integrity-related guidance, in a timely and efficient manner.

In addition, the OIG has partnered with the School District of Philadelphia since January 2015 in order to help strengthen the District's Office of the Inspector General. The OIG has actively collaborated on investigations and shared best practices and resources. The District now has a full staff of qualified investigators, auditors, analysts and attorneys who work closely with the OIG in furtherance of efficient, honest and transparent District operations. In the last year, the District-OIG partnership investigated over 90 matters and released more than 10 reports of investigation, recommending corrective action. The District OIG also reviewed and screened contracts worth more than \$38 million.

The OIG has also continued its efforts to identify and investigate wrongdoing. As a result of OIG investigations during the first half of the year, 10 City employees have received corrective discipline for wrongdoing, including five who were terminated from City employment. OIG investigations in FY18 have also resulted in one federal criminal indictment, and three criminal enforcement actions (sentencing).

## PLANS FOR FISCAL YEARS 2019-2023

Over the next five years, the OIG plans to continue to investigate allegations of fraud, corruption, and wrongdoing in City government. The OIG will also continue to focus on pension disqualifications, Integrity Officers, contract oversight, training, and its partnership with the School District. Significant attention and resources will be devoted to the following long-term projects, each of which has been targeted to support the Administration's policy priorities:

**Non-Profit Enforcement:** Given the Administration's focus on neighborhood development and underserved communities, it is especially important to ensure that when City funds are used to provide services to Philadelphia's most vulnerable citizens, the money is really reaching those in need, and the services are being provided. Therefore, the need for strong oversight of non-profit entities is especially important.

Because the impact of fraud is real and direct, the OIG's collaborations with other offices on local, state, and federal levels have led to criminal convictions, financial restitution, and meaningful policy change. This continues to be a major focus of the Office.

**Philadelphia Beverage Tax Initiatives:** The OIG is providing oversight for the City's implementation of three strategic initiatives funded by the Philadelphia Beverage Tax: 1) Rebuild, a long-term effort to repair and revitalize City parks and recreation facilities; 2) PHLpreK, a City-wide commitment to early childhood education; and 3) Community Schools, an effort to transform local schools into broader, community-based centers of activity, engagement, and resources.

OIG is coordinating with the Chief Integrity Officer (CIO) to design and implement several oversight functions to protect the integrity of these initiatives. The OIG and the CIO have developed a plan to provide education and training, to help employees and contractors identify and prevent fraud; public reporting, to ensure public transparency across all spending; audit efforts, to screen for issues and identify anything that may require corrective action; and investigation and enforcement to assure accountability. The offices have drafted a rulebook to guide the City agencies in policies and procedures for administering the three initiatives in an equitable and transparent manner. As the initiatives that are funded by the Philadelphia Beverage Tax progress, the OIG and CIO will assign staff to train staff and contractors on appropriate financial controls, advise on program policies, investigate any questions of misuse of funds, and monitor reporting activities to ensure the programs are operating efficiently, openly, and in the best interests of the Administration's policy.

**Joan Markman Award for Integrity:** At times, there are individuals outside the OIG who provide meaningful assistance in a significant OIG investigation. The OIG strives to recognize those individuals who go above and beyond the call of duty. Consequently, the OIG created the Joan Markman Award for Integrity in 2015, and will continue to issue this award annually. Jim White, Former Deputy Chief Information Officer and Chief Operating Officer at the Office of Innovation and Technology, was the recipient of the Inspector General's 2017 Joan Markman Award for Integrity.



Jim White receives the Joan Markman Award for Integrity in 2017.

FY19 Performance Measures <sup>1</sup>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Administrative Actions (number of cases) <sup>2</sup>	48	N/A	30 to 50	30 to 50
Criminal Actions (number of cases) <sup>3</sup>	10	N/A	10 to 20	10 to 20
Pension disqualification (number of cases) <sup>4</sup>	2	1	N/A	N/A
Cases referred by City employees (number of cases) <sup>5</sup>	79	35	N/A	N/A

<sup>1</sup> OIG investigations widely vary in scope, complexity, and character. Not every investigation results in a measurable outcome, and cases often take several years to finalize, especially when criminal enforcement is involved. As the OIG holds wrongdoers accountable and educates the public about the City's commitment to integrity, taxpayers and citizens become more confident in the quality of City services. Fraud is identified more often, bad actors are deterred, the public is more encouraged to invest in City infrastructure, and government services improve as a result.

<sup>2</sup> Targets are based on historical outputs over the last decade. This measure is tabulated annually. These actions include any case that resulted in administrative discipline, like a suspension or demotion, not just those that resulted in termination.

<sup>3</sup> Targets are based on historical outputs over the last decade. This measure is tabulated annually. "Criminal actions" include all criminal enforcement activities, such as initial charging events, convictions, and sentencing.

<sup>4</sup> OIG does not project targets for this measure. Case intake is dependent on factors outside of the OIG's control, including the existence of wrongdoing in the first place. These are cases that are submitted to the Law Department for pension disqualification review.

<sup>5</sup> OIG does not project targets for this measure. Case intake is dependent on factors outside of the OIG's control, including the existence of wrongdoing in the first place.

# LABOR

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## MISSION

The Mayor's Office of Labor (MOL) builds partnerships between management and the labor organizations representing City employees and non-City employees. As the City's main point of contact for the labor community, the Office: handles negotiations between City unions and City management; responds to unfair labor practice charges filed against the City; represents the City in union disputes; manages the City's Employee Relations and Equal Employment Opportunity (EEO) functions; makes sure that employers with City contracts pay prevailing wages; resolves minimum-wage waiver requests; administers and enforces the City's wage theft and sick leave laws.

MOL accomplishes this work through the following programs:

- **Labor Relations:** This program coordinates between City management and the labor organizations representing City employees, facilitating contract negotiations and dispute resolution related to collective bargaining.
- **Labor Policy and Compliance:** This program assists the Administration in developing and implementing workforce strategy and manages relations with the labor community as a whole. The program contains two units: *The Office of Labor Standards (OLS)*: OLS monitors City contracts to ensure that prevailing wage standards are met as set forth in the Bacon-Davis Act and Chapter 17-1077 of the Philadelphia Code.

*Paid Sick Leave and Wage Theft Unit:* This unit administers the City's Paid Sick Leave and Wage Theft Compliance Ordinance to ensure that all employees receive their earned wages and are allowed to use sick time without retaliation.

## ACCOMPLISHMENTS

**Labor Relations:** In FY18, this program completed Act 111 Interest Arbitration hearings between the City and the Fraternal Order of Police (FOP). The award was issued in August 2017 and includes increased pension contributions that will provide more than \$160 million to the Pension Fund over the next 13 years. The City is currently in Act 111 Interest Arbitration with the International Association of Firefighters (IAFF) and Act 195 hearings with Local 159 B and the Deputy Sheriffs. Additionally, Labor Relations is currently in contract negotiations with AFSCME District Council 47, Local 2187, 2186, and 810.

This program also includes the City's Employee Relations unit and is the source for advice and guidance to departments, management, and employees on a full range of sensitive employee relations and EEO matters. In FY18, this unit conducted 112 training sessions for 3,300 employees citywide. These training courses were listed and scheduled through the City's Learning Management System (LMS). A Training Coordinator was also hired to help meet citywide training needs.

**Labor Policy and Compliance:** *The Office of Labor Standards (OLS)*: In FY18, OLS met an internal goal of having 95% of all new prevailing wage projects utilize electronic submission methods to turn in certified payrolls. This was achieved through ongoing outreach and education of vendors, including hosting training classes for vendors applying for Services, Supplies, and Equipment or Public Works contracts. This shift has allowed staff to focus their time on active monitoring of prevailing wage job sites, and has minimized staff time associated with data input.

*Paid Sick Leave and Wage Theft Unit:* The unit added a question-and-answer hotline to facilitate a more immediate response to inquiries about paid sick leave, and hired a new Compliance Investigator to help manage workflow. The unit has completed an investigation of 10 paid sick leave and wage theft complaints during the first half of FY18. Additionally, the unit responded to 96 informational inquiries regarding paid sick leave and wage theft during the same period.

## PLANS FOR FISCAL YEARS 2019-2023

**Labor Relations:** This program plans to increase the number of training opportunities offered to departmental supervisors and managers to assist them in their relationships with the union representatives as well as their unionized staff. This is expected to help build the Administration's capacity to manage the number of grievances filed. Labor Relations will leverage the City's LMS and new employee orientation to identify newly hired or promoted supervisors and get them into the mandated training class within the first three months of hire or promotion.

Labor Relations also plans to continue to negotiate successor agreements with all of the City's bargaining units and will work with departments on implementation of and training on the new agreements as they are adopted.

With the transfer of the Employee Relations unit from OHR, Labor Relations will also begin centralizing all employee relations matters, such as receiving, investigating, and responding to complaints.

FY19 Strategic Goals				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Milestone: Engage with the Office of Human Resources and the Chief Administrative Officer to develop a series of benchmarks for labor relations training <sup>1</sup>	N/A		OLR will do outreach to departments to target managers and supervisors to be trained in FY18	OLR will do outreach to departments to target managers and supervisors to be trained in FY19

<sup>1</sup> This is an annual milestone measure. This is a new measure for FY18, so data is not available for FY17.

**Labor Policy and Compliance:** This program will continue to support the Administration in rolling out a City-wide workforce development strategy. As part of this strategy, the program will coordinate with external partners to launch a training program at the Port Authority.

*The Office of Labor Standards (OLS):* OLS plans to build out its existing payroll training module to include hands-on computerized "test" projects for participating vendors. OLS anticipates that this will lead to a reduction in the number of late certified payroll submissions and payroll violations.

*Paid Sick Leave and Wage Theft Unit:* The unit will establish an online complaint submission system to allow all city residents to file complaints electronically. The unit will also begin attending neighborhood events in the City's immigrant communities as part of a strategy to expand knowledge of the paid sick leave and wage theft ordinances and decrease the fear of retaliation among workers.

<b>FY19 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>• Develop and implement a training program for prevailing wage contractors to help contractors better utilize the City's electronic monitoring and submission system.</li> <li>• Develop and publish regulations for the administration of the City's Wage Theft ordinance by early FY19.</li> <li>• Work with external partners to implement a workforce training program for organized labor employees at the Port Authority.</li> </ul>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percent of prevailing wage projects with compliance issues <sup>1</sup>	N/A	12.5%	< 10.0%	< 10.0%
Number of paid sick leave and wage theft complaints submitted and investigated <sup>2</sup>	N/A	10	15	15
Number of paid sick leave and wage theft inquiries received and responded to <sup>3</sup>	N/A	96	150	150

<sup>1</sup> This is a new measure for FY18, so data is not available for FY17. Labor expects that the percentage will decrease during the remainder of the year to meet the target.

<sup>2</sup> This is a new measure for FY18, so data is not available for FY17. The number of complaints varies from quarter-to-quarter.

<sup>3</sup> Inquiries include members of the public reaching out regarding the appropriate interpretation of applicable law.

# LAW

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## MISSION

The Law Department represents the City in litigation and in contractual and regulatory matters, including: representing the City's interests in litigation; negotiating drafts, and approving City contracts; assisting the City in collecting unpaid taxes, fines, and other debts; counseling City departments, agencies, boards, and commissions on regulatory compliance; representing the City in child welfare and health matters; and preparing legislation for introduction by City Council.

Law accomplishes this work through the following programs:

- **Corporate and Tax:** This program includes the following units: Commercial Law, Economic Development and Investments, Property Assessment, and Regulatory Affairs. Its responsibilities include negotiating computer-related services, telecommunications, and procurement contracts; drafting and guidance concerning municipal bond issues; drafting and negotiation for real estate transactions and economic development projects; and representation in matters relating to highway, rail, and mass transportation. This program also includes the Tax Unit, which handles tax litigation by initiating and prosecuting actions for collection of delinquent taxes owed to the City, in coordination with the Department of Revenue.
- **Executive and Administrative Resources:** This program includes the Executive Management Team and the City Solicitor, whose responsibilities include senior management; development and maintenance of departmental policies; and provision of legal guidance to the Mayor's Office and to City Council. This program also includes the Administrative Services Unit and includes staff persons who provide legal support for the Water Department and the Division of Aviation.
- **Legislation:** This program supports the Mayor's Office, City Council, and all City agencies in drafting, reviewing and formulating legislation. This program also conducts research regarding issues arising under the state or federal constitution, state preemption, and the Philadelphia Home Rule Charter.
- **Litigation:** This program defends the City and its departments in litigation regarding civil rights, property damage, personal injury, and commercial claims, in both state and federal courts. Lawyers also represent the City in all labor and employment litigation and work to enforce the City's health, building, zoning, fire, air management, and other regulatory codes. This program also contains the Affirmative Litigation Unit, which files major multi-defendant, public policy-oriented lawsuits.
- **Social Services:** This program includes the Child Welfare Unit, which represents the Department of Human Services (DHS) in dependency child welfare hearings, termination of parental rights hearings, guardianship hearings, and administrative appeal hearings. This program also includes the Health and Adult Services Unit, which supports the missions of the Department of Public Health (DPH), the Department of Behavioral Health and Intellectual disAbility Services (DBHIDS), and the Office of Homeless Services (OHS). The Health Insurance Portability and Accountability Act (HIPAA) Privacy Unit is also part of this program.

## ACCOMPLISHMENTS

**Corporate and Tax:** In May 2017, Philadelphia voters approved the City's Best Value procurement ballot question, resulting in a Charter change that authorizes Philadelphia to use "Best Value" procurement for certain complex bids. This best practice means that the Procurement Department will be able to evaluate applicable bids on criteria other than price. Additional criteria under Best Value include past project performance, Minority-, Women-, and Disabled-Owned Business Enterprises (M/W/DSBES) compliance on past projects, quality, project team, technical ability and experience, on time and on budget, management plan and schedule, and environmental characteristics. Best value is intended to be used for the most complex and highest-dollar-value contracts where price alone may not determine the best outcome for the City.

Law played a critical role in supporting the Best Value Charter change by working with interested departments to create the process by which best value solicitations will be used; helping to create regulations essential to fleshing out the process and to providing a sufficient level of transparency to the public; and drafting a guidance document that departments can use to determine when and how to use the best value process. Law also assisted the Chief Administrative Officer with the strategic planning associated with introducing the Best Value Charter change in City Council and in educating the public about the new process.

Law also developed legislation to close loopholes in the Real Estate Transfer Tax law in FY17. These loopholes included instances where taxpayers would pay tax on the assessed value, rather than the fair market value, of a property that had recently appreciated. The legislation also changed the percent of ownership that had to change before a transaction was subject to the tax. Before the legislation, 90 percent of ownership had to change. After the legislation, 75 percent had to change. As a result of that change, more transactions are subject to the tax. Following passage of the legislation, Law and the Department of Revenue's audit group worked together to enhance enforcement efforts, which have contributed to increased collections of \$44.2 million in the first half of FY18, as compared to the first half of FY17.

Over the past year, Law has also continued to support the implementation of two major initiatives, PHLpreK and Community Schools, both of which will improve educational outcomes for Philadelphia's children. For PHLpreK, Law assisted the Mayor's Office of Education in contracting with an intermediary organization to oversee the administration of the program, enrolling Philadelphia children in 2,000 locally-funded, quality pre-Kindergarten seats. For Community Schools, Law's attorneys negotiated and documented a memorandum of understanding (MOU) with the School District of Philadelphia. This MOU provides for implementation of Community School Plans in nine Community Schools and provides a framework for expanding the number and scope of Community Schools over time.

**Executive and Administrative Resources:** Law's top priorities include hiring, developing, and retaining a diverse, qualified workforce. New hires over the past year have increased the diversity of the department, with the number of staff persons who identify as African-American, Latino/a, Asian, and Other increasing from 40% in September 2016 to 42% in September 2017. The Executive Team has also provided ongoing professional development opportunities to staff through a series of internally-developed management training programs that build skills in key topic areas, such as leadership development and enhancement of litigation skills. The Department's emphasis on diversity extends beyond its staff to contracting opportunities as well. In FY17, Law exceeded its FY17 goal of achieving a 35% participation rate for M/W/DSBE firms on contracts, reaching a participation rate of 37% (an increase from 32% in FY16).

**Legislation:** In 2017, the City filed suit to prohibit the Attorney General of the United States from imposing new and unprecedented immigration-related conditions on the federal Edward Byrne Memorial Justice Assistance Grant ("Byrne JAG"), which the City relies on to fund critical criminal justice programming and initiatives. Specifically, the U.S. Department of Justice (DOJ) notified Philadelphia that, as a condition to receiving any Byrne JAG funds in FY17, Philadelphia must: (1) permit Immigration and Customs Enforcement (ICE) agents unfettered access to the City's jails; (2) provide at least 48 hours' advance notice of the release date of any immigrant ICE seeks information for; and (3) certify compliance with Section 1373, a statute which bars states and localities from adopting policies that restrict immigration-related communications between state and local officials and the federal government. A federal court in Chicago had prohibited the DOJ from imposing the first two conditions nationally; in Philadelphia's lawsuit, the Court found that the City complies substantially with Section 1373 and prohibited DOJ from withholding the City's Byrne JAG 2017 award.

Law also defended the Philadelphia Beverage Tax (PBT). In 2016, the PBT was enacted to fund free, quality pre-Kindergarten (pre-K) education for children; expand community schools in high-needs neighborhoods; and launch Rebuild, a capital improvement program for the City's parks, recreation centers, and libraries. On September 14, 2016, a lawsuit challenging the PBT was filed by the American Beverage Association

and other co-plaintiffs in the Court of Common Pleas. Working closely with outside counsel, Law defended the tax and the City prevailed in Commonwealth Court, which affirmed the trial court's ruling and upheld the authority of City Council to enact the tax. On July 13, 2017, the American Beverage Association and other co-plaintiffs filed for permission to appeal this decision to the Supreme Court of Pennsylvania. On January 30, 2018, the Supreme Court said it would hear the appeal.

**Litigation:** In May 2017, Law filed a public policy lawsuit against Wells Fargo & Co. and Wells Fargo Bank for violating the Fair Housing Act by engaging in discriminatory mortgage-lending practices against African-American and Latino/a residents of Philadelphia. Wells Fargo's alleged practices constitute "reverse redlining," which involves targeting minorities and minority communities with exploitative loan products that have higher costs and worse terms than those offered to similarly-situated white borrowers. On January 16, 2018, the Court denied Wells Fargo's motion to dismiss the City's case. The case will move forward with discovery, during which the City will seek further evidence of Wells Fargo's alleged discriminatory practices.

The Law Department also defended the City in a wide range of cases including lawsuits related to, among other things, property assessments, towing and ticketing, the oversight of elections, and parking on the Broad Street median.

In 2017, the Civil Rights Unit (CRU) tried 20 cases, resulting in 17 defense verdicts and one settlement prior to the verdict. The CRU also disposed of approximately 220 cases (including pre-suit files) without any City payment. Additionally, approximately 15 potentially high exposure malicious prosecution cases were disposed of through dispositive motions, thereby avoiding the cost of trial.

New filings of civil rights lawsuits against the City declined as compared to the preceding year. In calendar year 2017, 300 new claims were filed as compared with 537 in 2016. The cost of resolution for state and federal civil rights lawsuits has also declined. In 2017, the CRU spent \$10 million to resolve civil rights lawsuits as compared to \$13.5 million in 2016.

**Social Services:** During the first two quarters of FY18, Law created and disseminated a City-wide HIPAA policy manual, which provides approximately 4,600 City workforce members who are subject to HIPAA with a uniform set of HIPAA policies and procedures. Law also created and launched a City-wide web-based training program. In addition, in collaboration with the City's Health and Human Services cluster, Law developed a strategy for sharing protected health information with City programs serving vulnerable individuals.

In FY17, 682 children in DHS care were adopted. For every child adopted, the Law Department filed a Goal Change Petition and, in the majority of the cases, also filed a Termination of Parental Rights petition and successfully litigated both before the Court.

## PLANS FOR FISCAL YEARS 2019-2023

**Corporate and Tax:** Law will negotiate contracts for the City's major information technology (IT) projects over the life of the Plan.

FY19 Strategic Goals				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Median time for contracts law draft approve as to form (in days) <sup>1</sup>	9	11	9	8

<sup>1</sup> "Law draft" contracts are professional services contracts drafted by Law Department staff, as opposed to legal staff within other City departments. "Approval as to Form" is the step in the conformance process where a Law Department attorney, pursuant to Section 8-200(2)(d) of the Home Rule Charter, signs off on the contract as meeting all City requirements. The median time for this process is high in the first half of FY18 because most contracts are processed during the first half of the fiscal year.

**Executive and Administrative Resources:** Law will continue to build a diverse, qualified workforce, focusing on outreach efforts with law schools and minority-based affinity groups to fill vacant positions and continuing to provide managerial and developmental training opportunities to its existing staff. The Department will also continue to work to increase contracting with M/W/DSBE firms and will continue its practice of encouraging firms who do not qualify as M/W/DSBE to assign minority partners and associates to City contracts through its outside counsel policy. Under this policy, the work of these minority partners and associates will count similarly to work performed by an M/W/DSBE firm as long as the attorneys are an origination partner, billing partner, lead counsel, managing partner, or relationship partner. Also under this policy, these firms will be asked to provide the percentage of work that is subcontracted to MBEs and WBEs, the firm's annual spend with MBEs and WBEs and the name of the minority or female partner and role associated with the Law Department contract.

FY19 Strategic Goals				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
M/W/DSBE participation rate in Law contracts <sup>1</sup>	37%	N/A	35%	37%

<sup>1</sup> This is an annual measure, and it is tabulated at year-end. Contracts are conformed throughout the year, and the rate may vary across quarters, depending on the value of contracts conformed to date.

**Legislation:** Working closely with outside counsel, Law defended the PBT and the City prevailed in Commonwealth Court, which affirmed the trial court's ruling and upheld the authority of City Council to enact the tax. The Pennsylvania Supreme Court has allowed the American Beverage Association to appeal the ruling. Law remains confident that it will prevail.

Law will also continue to support DPH and Licenses + Inspections to develop local legislation and State enforcement solutions to the problem of nuisance take-out beer/alcohol sellers.

FY19 Strategic Goals				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percent of PA RTK Requests requiring processing for which initial response is provided within five business days of receipt of request <sup>1</sup>	N/A	95%	95%	
Number of RTK requests <sup>2</sup>	1,795	458	N/A	

<sup>1</sup> This is a new measure for Law Department for FY19 and historical data is not available.

<sup>2</sup> For FY19, the Law Department would like to replace this measure with the measure above it, as the preceding measure is a better indicator of the Department's ability to respond to requests in a timely manner.

**Litigation:** The Department will continue to combat systemic public nuisances and other unlawful conduct that threatens public health and safety. For example, on January 17, 2018, the City of Philadelphia filed a lawsuit against several manufacturers of prescription opioids for causing and fueling the opioid epidemic through decades of deceptive marketing that convinced doctors and medical professionals that opioids were safe and effective for long-term daily treatment of chronic pain and that risks for addiction after long-term use were minimal. The lawsuits seek to, among other things, end the ongoing deceptive marketing practices and recover money from the manufacturers to pay for the treatment of city residents suffering from opioid addiction, injuries to the City, and other consequences of the defendants' unlawful conduct.

<b>FY19 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>• Increase the Claims percent cost to Risk Assessment ratio by 3%.</li> <li>• Increase the number of Civil Rights Motion to Dismiss wins by 2%.</li> </ul>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Claims percent cost to Risk Assessment <sup>1</sup>	N/A	69.76%	69.79%	
Civil Rights Motion to Dismiss wins <sup>2</sup>	N/A	80	82	
Labor and Employment Motion to Dismiss wins <sup>2</sup>	N/A	10	10	
Revenue generated from affirmative and general litigation <sup>3</sup>	\$39,424	\$4,086,686	N/A	

<sup>1</sup> New measure for FY18. Prior year data not available. This is an annual measure, meaning that data will be available at year-end. "Percent Cost to Risk Assessment" reflects the percentage of cases that resolved for less than the amount of reserve that was placed on the files. Risk assessment is the estimate of costs based on legal liability, available defenses and the claimed damages.

<sup>2</sup> New measure for FY18. Prior year data not available. This is an annual measure, meaning that data will be available at year-end.

<sup>3</sup> Affirmative litigation cases often last multiple years and the amount of revenue generated can vary from quarter to quarter and year to year, depending on the timing of a settlement or verdict. Opportunities to pursue litigation are often not known years in advance, making it hard to establish targets for future fiscal years.

**Social Services:** The Child Welfare Unit (CWU) has added a sixth team member to each of the six core Dependency Court Rooms. This will result in each team member attorney having a smaller caseload and the ability to spend more time on individual cases. Reducing caseload size is expected to impact permanencies among children in DHS's care favorably, as work will be addressed more quickly and in a more efficient manner. CWU is also redeploying existing staff to Accelerated Adoption Review Court (AARC). This will allow for better representation of DHS in AARC. In turn, this has the potential to decrease the time between a child being freed for adoption and the actual finalization taking place.

In FY19, Law plans to partner with the HIPAA-covered units and with the Office of Innovation and Technology on HIPAA compliance. The Unit will also hire a compliance manager, a position that will enable the Unit to better support the covered units' HIPAA compliance activities such as training, auditing, and incident response.

<b>FY19 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>• Enhance training, auditing, and incident response upon the hiring of a HIPAA Compliance Manager.</li> <li>• Increase the number of finalizations of adoptions.</li> <li>• Redeploy staff to the Accelerated Adoption Review Court (AARC) for better representation of DHS in AARC.</li> </ul>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Child welfare: number of adoptions <sup>1</sup>	682	N/A	668	701

<sup>1</sup> This measure will be reported annually.

# LICENSES + INSPECTIONS

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## MISSION

The Department of Licenses + Inspections (L+I) enforces the City's codes for the safe and lawful construction and use of buildings.

L+I accomplishes this work through the following programs:

- **Permits and Licensing:** This program issues building, plumbing, electrical, and zoning permits and business and trades licenses efficiently and in accordance with legal and code requirements.
- **Code Enforcement:** This program is responsible for enforcing the property maintenance code, cleaning and sealing vacant and abandoned properties, ensuring that businesses possess all proper licenses and comply with ordinances and regulations governing business activity, and addressing properties that pose a nuisance to the quality of life in the city through code enforcement.
- **Demolition:** This program is responsible for the demolition of imminently dangerous structures that pose a threat to Philadelphians and for responding to emergency calls related to structural collapses, fires, and related emergencies.
- **Building Inspections:** This program is responsible for conducting building inspections for all permitted activities and for patrolling construction activity to ensure that all projects are permitted and safety precautions are followed.
- **Administration:** This program is responsible for providing administrative support for the Department. Support functions include human resources, employee safety, training, payroll, labor relations, budget and accounting services, procurement, and contract administration.

## ACCOMPLISHMENTS

To meet the increased workload resulting from Philadelphia's construction boom, L+I has focused on increasing the size of its inspectional staff, as well as the number of staff persons who work in the concourse service areas of the Municipal Services Building (MSB). Over the past year, L+I has hired 38 new Building Inspectors (now 82 in total, including new hires), 21 new Code Enforcement Inspectors (72 in total), five new Plans Examiners (38 in total), and five new Service Representatives (41 in total).

To accommodate this increase in inspectional staff, L+I has worked with the Department of Public Property (DPP) to finalize the locations of two new district offices, the first of which will be located at 1514 Cecil B. Moore Avenue in North Philadelphia. This new office will be open for business in the spring of 2018. The location of the second new district office has yet to be finalized.

L+I also achieved re-accreditation status as a Building Department in June 2017 from the International Accreditation Service (IAS). The Department originally received IAS accreditation in 2014 and was re-accredited in 2017. IAS accreditation demonstrates that a given building department has met the national standard and is competent to provide public safety services for its communities. Obtaining accreditation involved an assessment of L+I's goals, policies, and procedures, as well as permitting, inspections and plan reviews. Philadelphia is now the largest IAS-accredited Building Department in the country.

The Department continued implementation of the capital-funded data system eCLIPSE (electronic Commercial Licensing, Inspection and Permit Services Enterprise), which is replacing Hansen as L+I's Enterprise Application. All business and trades licenses are now available online through eCLIPSE. Adoption of the online service has already begun with 62% of all payments completed online in the first half of FY18. eCLIPSE has also enabled all Code Enforcement Inspectors to utilize smartphone devices in the field. Completion of Phases Three and Four (Permitting and Code Enforcement, respectively) is scheduled for spring of 2019.

During FY18, the Department also completed the formation of a new Audits and Investigations Unit, which holds administrative hearings for chronic violators of the Philadelphia Code. This new unit also performs joint job-site audits with the Revenue Department for compliance with OSHA 10 and 1099 requirements<sup>38</sup> as well as tax compliance. L+I also worked successfully to introduce legislation to increase permit and license fees, and increases went into effect on July 1, 2017. Additional accomplishments include the establishment of joint inspections with the Fire Department; assignment of an L+I Building Inspector to the Streets Department to assist with Right-of-Way enforcement; and partnership with the Department of Public Health to increase landlord accountability for lead paint testing.

L+I has also been working with the Office of Performance Management in the Managing Director's Office over the past year to develop a new strategic plan. The completed plan is scheduled to be published during the second half of FY18.

**Permits and Licensing:** This program has continued to meet internal standards for efficiency and effectiveness while sustaining an increased workload resulting from the city's continued surge in construction activity. In the first half of FY18, L+I issued 28,188 building, plumbing, electrical and zoning permits, a 7.6% increase from the first half of FY17 when 26,196 permits were issued. The department projects that it will end the year with 55,000 total permits issued, an increase of more than 500 over FY17 year-end.

**Code Enforcement:** This program continues to experience high levels of enforcement activity, with 28,222 inspections performed in the first half of FY18. These inspections ensure compliance with the Philadelphia property maintenance code and with all licensing and business ordinance requirements.



*Before and after images from a demolition site.*

**Demolition:** L+I has continued its practice of demolishing unsafe properties in FY18, with a total of 265 demolitions completed in the first half of the fiscal year. This is an increase from the first six months of FY17, as L+I completed 244 demolitions during that period. The Department projects that it will perform a total of 500 demolitions by FY18 year-end.

**Building Inspections:** The program has conducted 71,571 permit inspections as of the second quarter of FY18. During the same period in FY17, 65,790 inspections were performed. The number of FY18 year-to-date inspections marks an increase of approximately 9% over the same period in FY17.

**Administration:** This program has managed the hiring of new staff and worked with DPP to design the floorplan and procure the necessary workstations and communications equipment for the new L+I district office at 1514 Cecil B. Moore Avenue. The program also completed the multi-year renovation of the

<sup>38</sup> OSHA 10 certification is required by City Ordinance and provides entry-level construction workers with general awareness of and ability to recognize and prevent hazards on a construction site. 1099 requirements refer to employees working as independent contractors, which are often neither Philadelphia tax compliant nor properly licensed.

eleventh floor of the Municipal Services Building (MSB). This has resulted in more efficient use of space to accommodate new hires.

## PLANS FOR FISCAL YEARS 2019-2023

**Permits and Licensing:** In FY19, this program will continue implementation of eCLIPSE along with the implementation of business processes improvements enabled by the new technology. Phase Three of eCLIPSE (Permitting) will be implemented in FY19 and will allow for the transition of the building plan and permit application process from paper-based to online. The final phase, Phase Four (Code Enforcement), will be complete in the spring of 2019. The program will also implement a new customer queuing system in early FY19 for use in the concourse area of MSB. This new system will allow customers to schedule an appointment date and time online. The estimated cost of this system is \$50,000.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>• Increase usage of online license modules and implement online permit modules.</li> <li>• Reduce MSB Concourse wait times through the implementation of web-based appointments.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Over-the-counter customers processed within 30 minutes	68.3%	79.5%	75.0%	80.0%
Percentage of Residential Plan Reviews performed within 15 days	98.6%	99.8%	99.0%	99.0%
Number of building, electrical, plumbing, and zoning permits issued	54,442	28,188	55,000	55,000
Percentage of commercial building, plumbing, electrical and zoning plans reviewed within 20 days	97.6%	96.8%	97.0%	97.0%
Percent of customers served within 45 minutes <sup>1</sup>	N/A	93.4%	90.0%	90.0%

<sup>1</sup> This is a new measure for FY18, so data is not available for FY17. The percentage is expected to drop while Phases Three and Four of eCLIPSE are implemented, as wait times may increase before they eventually stabilize.

**Code Enforcement:** For FY19, this program will continue enforcement of all business, property maintenance and fire codes while also performing all required inspections. The program will continue its new Joint Inspection Program with the Fire Department. This initiative results in more efficient data-sharing regarding the structural condition of properties between both Departments. The Code Enforcement program will also review and analyze all business processes as a result of eCLIPSE implementation.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>• Increase data-sharing with the Fire Department through the Joint Inspection Program.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percent of nuisance properties inspected within 20 days	70.0%	87.5%	80.0%	85.0%
Average time from referral to seal (days) <sup>1</sup>	N/A	20	25	25

<sup>1</sup> This is a new measure for FY18, so data is not available for FY17.

**Demolition:** L+I will continue to promote building safety through the management of both public (City-funded) and private demolitions. To better identify the most dangerous properties and prioritize them for demolition or other enforcement measures, the Department will utilize technologies such as LIDAR (light detection and ranging), Pictometry (aerial photography), Planimetrics (footprints and façades) and Cyclomedia (street-level imagery). These technologies will continue to expand through annual refreshing of data, which will provide time-lapsed photos that show continued deterioration of dangerous structures. These technologies make it possible to capture data that is not observable from the street level and allows the Department to prioritize enforcement of properties posing the most risk to the public's safety. The FY19-23 Five Year Plan includes \$10

million over five years to fund the demolition of properties that pose the greatest threat to the public. This funding will allow the department to reduce the number of imminently dangerous structures across the city.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Decrease the number of imminently dangerous and unsafe properties.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of demolitions performed <sup>1</sup>	524	265	500	650
Number of "imminently dangerous" properties	235	167	A reduction from FY17	A reduction from FY18
Number of program inspections of unsafe properties <sup>2</sup>	N/A	5,739	10,000	10,000
Median timeframe from "imminently dangerous" designation to demolition <sup>2</sup>	N/A	123	145	145
Number of unsafe properties <sup>3</sup>	4,196	4,328	A reduction from FY17	A reduction from FY18

<sup>1</sup> The FY18 target is lower than the FY19 actual, due to a higher average cost of residential demolitions combined with a few larger (and costlier) demolitions in FY18.

<sup>2</sup> This is a new measure for FY18, so prior-year data is not available.

<sup>3</sup> The number of unsafe properties discovered by inspectors has increased in FY18. Additional unsafe properties are being identified through enhanced use of Cyclomedia software and other industry-standard technologies.

**Building Inspections:** For FY19, this program will continue to conduct inspections of construction projects to ensure conformance to all plans and applicable codes. In addition, the program will provide training for the recently hired Building Inspectors. These Inspectors will receive classroom technical training and on-the-job field training via a rotation through the Department's various district offices.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Implement new district office boundaries designed to better serve the public.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Average number of permits per inspector <sup>1</sup>	N/A	442	375	375

<sup>1</sup> This is a new measure for FY18, so prior-year data is not available. The goal is to reduce building inspector permit workload over time. A new class of building inspectors will be starting in FY18 Q3. The average should decrease as L+I hires new inspectors.

**Administration:** In FY19, this program will work with DPP to re-locate the current L+I Central District office out of its current location at 990 Spring Garden Street. This will provide a more convenient location for customers and expanded capacity for L+I Inspectional staff. In addition to this space move, the program will be managing the relocation of inspectional positions from the eleventh floor of MSB to various field points. The program will also strengthen the training that staff receives by continuing to provide training sessions for inspectors and providing leadership training for supervisors. By spring 2018, the department will have completed the hiring process for its new inspector positions and will continue to add new customer service and plans review functions where needed.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Aggressively fill all remaining inspector vacancies.</li> <li>Reduce the number of workplace injuries.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Net personnel gain/loss (+ new hires, - separations)	15	33	25	25
Number of on-the-job injuries <sup>1</sup>	N/A	13	35	30

<sup>1</sup> This is a new measure for FY18, so prior-year data is not available.

# MANAGING DIRECTOR

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## MISSION

The Managing Director's Office (MDO) is a cabinet-level office with oversight of the City's operating departments. The MDO works closely with departments to ensure that they operate efficiently, and coordinates efforts when project areas overlap multiple departments. The MDO also plays a major role in creating and successfully implementing new policy initiatives, and administers several programs that provide services directly to the public.

The MDO accomplishes this work through the following programs:

- **Administration/Policy:** Through this program, MDO plans, coordinates, and implements major strategic initiatives that involve multiple departments. This program is inclusive of five thematic and operational clusters, each of which is headed by a Deputy Managing Director:

*Community and Culture:* This cluster supports and coordinates the work of Philadelphia Parks and Recreation (PPR), the Free Library (FLP), Rebuilding Community Infrastructure (Rebuild), and the Office of Arts, Culture, and the Creative Economy (OACCE). The cluster also supports MDO's Office of Special Events.

*Health and Human Services (HHS):* HHS supports and coordinates the work of the Departments of Public Health (DPH), Human Services (DHS), Behavioral Health and Intellectual disAbilities (DBHIDS), Homeless Services (OHS), Community Empowerment and Opportunity (CEO), and the Mayor's Commission on Aging (MCOA). HHS develops strategies for cross-agency collaboration to ensure all Philadelphians are healthy, safe, and supported.

*Public Safety and the Office of Criminal Justice (OCJ):* OCJ supports the work of public safety departments, including Police, Fire, Prisons, and Licenses + Inspections (L+I). The cluster also supports several MDO programs, including the Office of Emergency Management, the Police Advisory Commission, the Office of Violence Prevention, Legal Services, and Town Watch Integrated Services; and coordinates with the City's criminal justice partners.

*Transportation and Infrastructure (oTIS):* oTIS oversees the Streets and Water Departments and the Office of Sustainability and coordinates policy, planning, and decision-making among the entities that manage local transportation and utilities infrastructure. These bodies include Philadelphia Gas Works (PGW), the Delaware Valley Regional Planning Commission (DVRPC), the Pennsylvania Department of Transportation (PennDOT), the Southeastern Pennsylvania Transportation Authority (SEPTA), and the Port Authority Transit Corporation (PATCO).

*Community Services:* This cluster supports Mural Arts and oversees outward-facing service programs, including the Community Life Improvement Program, Philly311, the Office of Immigrant Affairs, and Animal Control. This cluster also coordinates multi-agency initiatives aimed at addressing neighborhood quality-of-life challenges.

- **Office of Workforce Development (OWD):** This Office is being established to drive implementation of Fueling Philadelphia's Talent Engine: a Citywide Workforce Strategy. Released in February 2018, the strategy is organized around three overarching goals: prepare Philadelphians with the skills needed for a world-class workforce; address underlying barriers that prevent Philadelphians from accessing meaningful career opportunities; and build a workforce system that is coordinated, innovative, and effective. In FY19, the Office of Adult Education (OAE) will become part of the new Office of Workforce Development. OAE works with community partners and stakeholders to ensure that all Philadelphians have access to a high-quality adult education that supports personal and career advancement and increases opportunity.
- **Office of Special Events (OSE):** OSE strengthens and expands the local and regional special event industry by serving as Philadelphia's "one-stop shop" for special event planning, production, permitting, and licensing. OSE also distributes City-owned equipment and services for events.

- **Animal Care and Control Team (ACCT Philly):** ACCT Philly provides shelter, care, and lifesaving efforts for animals in need to protect the health, safety, and welfare of the people and animals of Philadelphia. The organization serves approximately 25,000 animals per year.
- **Office of Emergency Management (OEM):** OEM creates a prepared and resilient Philadelphia by leading a collaborative emergency management program that engages the public, governments, nonprofit organizations, and the private sector to prepare and plan for emergencies and disasters.
- **Police Advisory Commission (PAC):** The PAC is the City's civilian police oversight agency.
- **Office of Violence Prevention (OVP):** OVP, which was established in FY18, strives to aid in the reduction of violent crimes citywide by increasing awareness, identifying alternatives, responding early, strengthening communities, and working towards a culture of peace. OVP leads and aids in the development, growth, and overall assessment of the City's violence prevention programs.
- **Legal Services:** Legal Services encompasses annual contracts that help fund legal representation for individuals who need, but cannot afford, an attorney. The Defender Association of Philadelphia represents approximately 70% of all persons who are arrested in Philadelphia. The Defender also has a unit that handles dependency cases. The Support Center for Child Advocates (SCCA) represents child victims of abuse and neglect, including new dependency cases and in criminal prosecutions of abusers. Community Legal Services (CLS) represents vulnerable populations, including indigent families and seniors, as they seek to access social service programs.
- **Community Life Improvement Program (CLIP):** CLIP administers several programs dedicated to improving the appearance of neighborhoods through the eradication of blight. These programs are designed to maximize effectiveness and efficiency by creating partnerships with residents and businesses to foster sustainable communities.
- **Philly311:** Philly311 is the City's non-emergency contact system. Residents, businesses, and travelers access information and services through its call center, website, and mobile application. Philly311 strives to provide world-class customer service for every method of contact, delivering accurate information and timely updates, and facilitating solutions to municipal problems.
- **Office of Immigrant Affairs (OIA):** OIA promotes the well-being of Philadelphia's immigrant communities by developing policies and programs that increase access to opportunity and services. OIA facilitates the inclusion of immigrants in civic, economic, and cultural life, and highlights the essential role that immigrants have played and continue to play in Philadelphia.
- **Town Watch Integrated Services (TWIS):** TWIS assists residents in addressing quality-of-life issues through community policing and participation. TWIS trains volunteers to patrol, observe, document, and report suspicious activity in their neighborhoods. Volunteers support safe corridors, town watch street patrol, crime prevention education, and community beautification projects.

## ACCOMPLISHMENTS

**Administration/Policy:** Workforce Development Strategy: Fueling Philadelphia's Talent Engine: In FY18, the Mayor launched a citywide workforce development strategy called Fueling Philadelphia's Talent Engine. This initiative has three goals:

1. Prepare Philadelphians with the skills employers need for a world-class workforce;
2. Address the barriers that prevent Philadelphians from accessing meaningful career opportunities; and
3. Build a workforce system that is more coordinated, innovative, and effective.

The recommendations and metrics for each goal provide workforce development stakeholders with a shared agenda to guide their efforts. This strategy aims at closing the skills gap and fueling long-term economic growth. The strategy was led by Philadelphia's citywide Workforce Development Steering Committee. This diverse body of stakeholders includes representatives from the Greater Philadelphia Chamber of Commerce, School District, Community College of Philadelphia, Philadelphia Works Inc., employers,

higher education institutions, workforce intermediaries, policy experts, non-profit organizations, labor unions, and philanthropic partners, and is co-chaired by the Managing Director and Commerce Director.

To drive implementation of Fueling Philadelphia's Talent Engine, the Mayor announced a new Office of Workforce Development. This new office will report jointly to the MDO and the Commerce Department. The new office will open in Spring 2018, and will include functions and staff from the MDO, Commerce, and CEO, as well as the entire Office of Adult Education (OAE). The new office will centralize, coordinate and elevate workforce development efforts across City government and with institutions, employers and stakeholders citywide.



*Mayor Kenney speaking at the City Workforce Strategy Launch Event.*

Beginning in FY18, as part of Fueling Philadelphia's Talent Engine, the MDO launched its City as Model Employer initiative, which is led by the Assistant Managing Director of Workforce Strategies and is aimed at creating viable pathways to permanent employment for seasonal/temporary City workers. The MDO's clusters participate in the City as Model Employer initiative, which focuses on providing individuals with job-specific training, educational/literacy supports, and enriching career experiences that prepare them adequately for positions in City departments or with private employers. Participants include those who have barriers to employment, such as disconnected youth and young adults ages 16-24, formerly incarcerated and justice-involved individuals, immigrants, and adults lacking necessary workforce skills and credentials.

The initiative is currently underway and is off to a strong start. Between June 2017 and January 2018, 161 individuals attained permanent employment with the City. Of the 161 placements, 70 are in part-time positions slated to transition into full-time within the pilot period, and 91 are in full-time positions. Ten City departments and offices have committed to participate and will collectively manage nine Career Pathway Programs. The goal of the initiative is to realize 200 job placements of Career Pathway Program participants into full-time employment with the City of Philadelphia or an employer partner by 2020. Given current progress, MDO is confident that the goal will be met, if not exceeded.

**Office of Performance Management (OPM):** The Administration/Policy program contains the Office of Performance Management (OPM), which supports City departments as they use data effectively to make informed decisions about their programs and services. In FY18, OPM has worked with six departments, including L+I and Streets, to develop strategic plans. OPM published the results of the 2016-17 Residents' Survey, which provided essential feedback for the first time in nearly ten years on how city residents perceive the quality of municipal services. The Office also assisted several departments in creating and launching satisfaction surveys to receive ongoing feedback from their customers – both internal and external to City government – on the services they provide. OPM also worked with the Chief Integrity Officer to analyze data from the 2016 Ethical Climate Survey of all City employees and produced recommendations on specific ethical issues and areas to improve within departments.

**Community and Culture: Out-of-School-Time (OST) Strategy:** This cluster is collaborating with DHS, PPR, and the FLP to implement the Citywide OST strategic plan, which was launched in February 2017. Children who participate in quality OST programs are more likely to be engaged in learning, have better school

attendance, and have increased levels of physical activity. Participants are also less likely to be involved in or to become victims of violence.

For the first time, Philadelphia has an OST strategic and operational plan that:

- Spans nine years and maps shared outcomes and system-building goals;
- Includes comprehensive research about Philadelphia's OST landscape;
- Features a new and robust OST data management system;
- Includes new philanthropic funding to launch a citywide OST early literacy pilot; and
- Features unprecedented collaboration among City departments, the School District, the philanthropic community, and the OST provider community.

With \$2 million in funding from the William Penn Foundation, the OST initiative created Philly Reading Coaches, a one-on-one volunteer reading intervention with students in grades K-3 in the afterschool hours. Philly Reading Coaches is an adaptation of the Oregon-based SMART model, which is an evidence-based early literacy intervention that helps children improve their reading skills. In addition to this effort, the OST initiative is transitioning a new shared data system for Philadelphia's OST community. This robust data system will, for the first time, allow the City to explore and develop a single portal for all OST program opportunities. Lastly, funded by

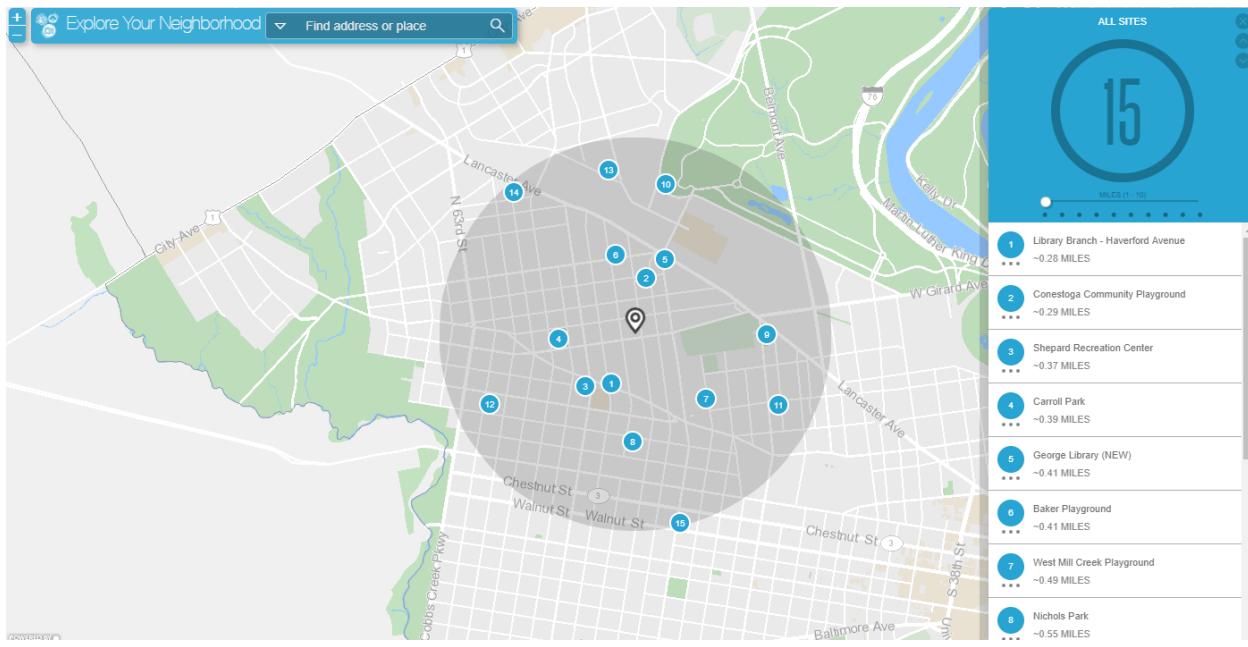
the William Penn and Wallace Foundations, Research for Action was commissioned to complete three research studies that focused on OST early literacy best practices, the local OST provider community, as well as caregivers' OST needs (completed October 2017). The Initiative is currently working with the National Institute of OST to understand how best to implement the recommendations from the research.

**Rebuilding Community Infrastructure (Rebuild):** Rebuild is a multi-hundred-million-dollar investment in neighborhood parks, recreation centers, and libraries. Rebuild seeks to make physical improvements, empower and engage communities, and promote diversity and economic inclusion in construction fields. In FY18, Rebuild has made strides in planning and implementation, as discussed below. The Kenney Administration has committed funds from the capital budget and through multiple borrowings to this effort. However, while Philadelphia Beverage Tax (PBT) litigation is ongoing, the City is unable to issue the bonds. Until this litigation is resolved in the City's favor, it will not be possible to fully implement this important initiative.



*Philly Reading Coaches at Duckrey Elementary School.*

- Site-selection and data release: Proposed as part of the Mayor’s vision for a more equitable Philadelphia, Rebuild will invest in neighborhoods with high need, neighborhoods where investments may have a stabilizing or revitalizing impact, and facilities with urgent need. Rebuild updated its planning data and released it publicly, creating an interactive mapping tool for residents to explore facilities in, and data about, their neighborhood. This data, used in conjunction with input from District Council members and PPR and FLP staff, informed the site-selection process.



Screen-grab from the new, interactive Rebuild mapping tool.

- Rebuild Ready: To help maximize opportunities for minority- and women-owned businesses on Rebuild projects, Rebuild hired a consultant to help develop a vendor database and launch “Rebuild Ready,” a business support service to help local businesses compete for and perform successfully on Rebuild contracts, meaning that a business completes the work on time, on budget, and in a technically acceptable way. In collaboration with the Commerce Department, staff also held information sessions for local businesses in all 10 Council districts to get the word out to small, local businesses about how to access Rebuild contract opportunities. In addition, Rebuild representatives have attended meetings of the Enterprise Center’s Construction Consortium and addressed representatives of the local chambers of commerce. Surveys also went out to businesses in the Registry of the Office of Economic Opportunity and to businesses that have expressed interest in Rebuild to gather data about barriers to their growth.
- Compliance Monitoring Program (CMP): A CMP, which will help ensure that the Rebuild is implemented according to principles of accountability, integrity, and transparency, was established for Rebuild. A key element is a “rulebook” for qualified nonprofit Project Users. The rulebook was developed in FY18 and will evolve as needed. Rebuild also hired a Compliance Manager, who began designing and implementing systems to assist Project Users and monitor their compliance.

*Health and Human Services (HHS):* In FY18, this cluster continued its efforts to interrupt poverty and improve life chances for Philadelphia’s most vulnerable residents. HHS implemented a data-sharing agreement among multiple City departments, including DPH, DBHIDS, OHS, DHS, and CEO. This agreement will enable the City to be more data-driven in developing policy, programs and practices designed to improve the delivery of health and human services. HHS also served on and supported multiple taskforces addressing key health and human services issues. These taskforces included the Mayor’s Task Force to Combat the Opioid Epidemic in Philadelphia, the Lead Poisoning Prevention Task Force, and

Shared Public Spaces, which is a public-private effort to address panhandling and chronic homelessness. HHS also coordinated several communications strategies designed to educate the public and bring attention to these issues. HHS also supported the implementation of A Running Start: Health, which focuses on key interventions that address the most important health risks in a child's first five years to reduce or prevent adverse health outcomes.

HHS also worked to streamline the delivery of services for those dealing with behavioral and mental health and substance use issues. HHS launched and expanded community engagement efforts and programs after Conrail's clean-up of a heroin marketplace along railroad tracks near 2<sup>nd</sup> and Indiana Streets. The cluster also helped facilitate "El Barrio es Nuestro," which is a coordinated strategy among City departments to beautify the physical space and improve quality of life in the West Kensington and Fairhill neighborhoods. HHS continues to help plan respite and shelter solutions; continues to implement "Housing First" strategies, in which people experiencing homelessness are offered permanent housing with few to no preconditions, contingencies, or barriers; and implemented substance abuse disorder treatment to address the heroin epidemic in Kensington/Fairhill.

HHS also facilitates a Housing Cabinet with participation of HHS agencies, Planning and Development, L+I, and the Human Relations Commission, to ensure Citywide coordination of housing resources, services and supports. HHS also launched the Mayor's Eviction Task Force, charged with reducing the number of evictions and buffering the effects of eviction on low-income residents. In addition, following its involvement in Shared Public Spaces, HHS shared leadership for the development of Hub of Hope, a respite facility for homeless persons, located in the SEPTA concourse.

In addition, more than 210 staff persons in health and human services programs, including staff in DHS's Community Umbrella Agencies, were trained to recognize domestic violence and work with its survivors to achieve safety and independence. HHS also completed a third-party evaluation of Improving Outcomes for Children, which is the child welfare system that was implemented beginning in 2012. The report emphasized the need to strengthen the relationship between case workers and families in DHS care by developing the direct service workforce, strengthening the role of families, and improving the systems external to DHS that are intended to support children and families.

HHS also helped ensure that behavioral health services, including medication-assisted treatment for more than 3,500 patients during the bankruptcy of the North Philadelphia Health System, were retained for residents who need them. Lastly, the Mayor's Commission on Aging (MCOA) surpassed prior years' enrollment in its workforce development training program, which trains and supports income-eligible seniors to re-enter the workforce by linking them with job opportunities, and supportive services, like resume-writing and interview preparation. Twenty out of 52 work sites retained trainees, marking an increase of 38% since FY16. During the first half of FY18, 10 of 16 trainees hired were placed by the program at their host site, an increase of 24% as compared to the same period during the prior year.

*Public Safety and the Office of Criminal Justice (OCJ):* OCJ continued its efforts to reduce the local jail population, intervene early to help individuals who are most at-risk of committing or being a victim of violent crime, and improve the coordination and provision of services for returning citizens.

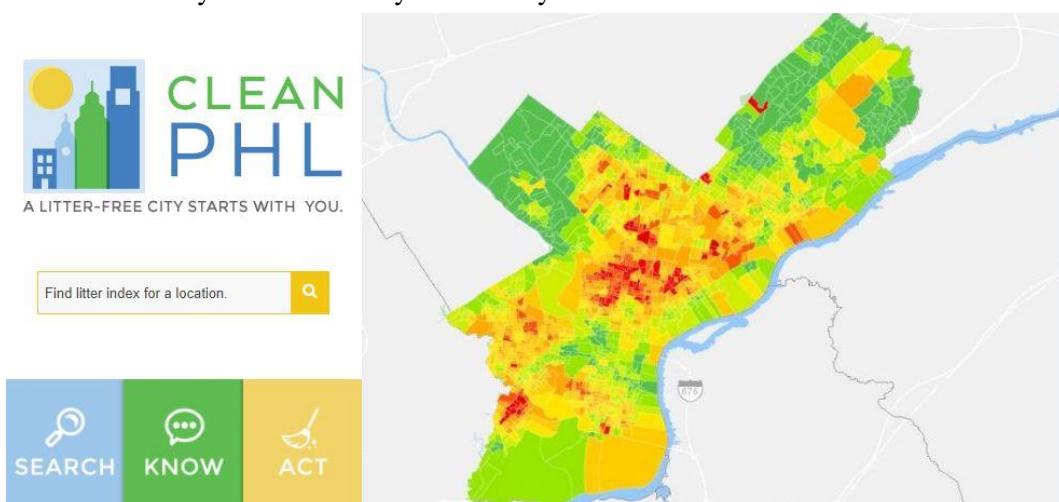
In April 2016, the John D. and Catherine T. MacArthur Foundation awarded Philadelphia a two-year grant of \$3.5 million as part of the Safety and Justice Challenge, a major criminal justice reform initiative aimed at safely reducing pretrial incarceration and reducing racial, ethnic, and economic disparities in the criminal justice system. As part of the Challenge, Philadelphia is implementing a comprehensive reform plan that will safely reduce the local jail population by 34% over three years. The plan was designed in conjunction with the First Judicial District (FJD), the Defender Association, the District Attorney's Office (DAO), Police, Prisons, and DBHIDS. Since the grant was awarded, Philadelphia's criminal justice partners have implemented significant reform initiatives, and the jail population has been reduced by approximately 18% from July 2015 levels. Several new programs have been rolled out and more are planned in the next few years. The following initiatives are being implemented in FY18:

- Pretrial Advocates: In Spring 2017, the Defender Association began interviewing defendants earlier in the process and presenting information to the court at the bail hearing, and advocating for an individual's unique circumstances.
- Implicit Bias Training: In Spring 2017, Philadelphia's criminal justice partners began developing an Implicit Bias Training program for the entire system. In FY18, each agency created customized trainings and will implement a "train the trainer" program across their entire agency.
- Linkages for Individuals in Need of Community Supports (LINCS): In November 2017, the justice partners launched the LINCS Program, which connects individuals who are incarcerated with a mental illness to treatment in the community. This program serves individuals who are in violation of their probation but can be safely supervised in the community with increased supports.
- Police-Assisted Diversion (PAD): In January 2018, the Police Department launched the PAD Pilot Program, connecting individuals who come into contact with law enforcement for low-level offenses to harm reduction services in lieu of arrest. The pilot launched in the 22<sup>nd</sup> Police District, and the criminal justice partners are actively planning for expansion into other police districts.
- Electronic Monitoring: In December 2017, FJD completed the conversion of its electronic monitoring equipment to an updated system. The Adult Probation and Parole Department also implemented a Violation Electronic Monitoring Program in early 2018. This new program increases the Adult Probation and Parole Department's capability to safely supervise individuals in the community who would otherwise be incarcerated due to a violation of probation.

To address high recidivism rates thoughtfully and holistically, OCJ continued to support the Philadelphia Reentry Coalition, with an Americorps VISTA supporting the Coalition's director as of the beginning of FY18. The Coalition continued oversight of the implementation of Home for Good, its five-year strategic plan to reduce recidivism in Philadelphia by 25% by the end of 2020, by increasing communication, facilitating collaboration, and building capacity among organizations and agencies working on reentry.

*Transportation and Infrastructure (oTIS):* oTIS facilitated the following initiatives in FY18:

- Connect: The Philadelphia Transportation Project: In FY18, oTIS began creating a strategic transportation action plan, called Connect, in conjunction with PennDOT, SEPTA, and DVRPC. Connect is based on the values of opportunity and access, safety, health, sustainability, and equity, and aims to give residents a say in the infrastructure choices that affect their lives.
- Zero Waste and Litter Cabinet: oTIS continued to support the work of the City's Zero Waste and Litter Cabinet, which was launched in December 2016. The Cabinet released its first Action Plan in FY18 after more than six months of planning, and released a citywide Litter Index that surveys and documents the conditions of every block in the city in February 2018.



*Screenshot of Clean PHL's Litter Index map.*

- Enhancements to Public Transit: oTIS continued planning work for the Route for Change, which is the federal Transportation Investment Generating Economic Recovery (TIGER) grant-funded study of Roosevelt Boulevard. oTIS and Streets constructed 10 bus stations on Roosevelt Boulevard to support SEPTA's express bus service, which improves safety and transportation options in the Northeast. oTIS has worked with SEPTA to support other major initiatives, including Trolley Modernization and improvement of the bus network. As part of the City's street furniture program, oTIS facilitated the installation of newly designed bus shelters throughout the city and began the process for introducing LinkPHL (information kiosks) in Philadelphia.
- Vision Zero Action Plan: In FY18, oTIS launched a three-year Vision Zero Action Plan, which is built on substantial engagement and coordination and sets a path towards zero traffic fatalities and serious injuries by 2030.
- Bike Share and Safety: oTIS continued to expand the city's bike sharing system in FY18, achieving record ridership and increasing users' diversity. The long-term goal is to have ridership reflect the demographics of the service area, which is 45% non-white and 33% at or below the poverty level. oTIS has made great strides since Indego's launch, with approximately 33% of passholders as low-income and nearly 30% as people of color. oTIS secured a major philanthropic grant to continue the Better Bike Share Partnership, an industry-leading national group for equity in bike sharing. oTIS also released a Request for Information (RFI) to explore the possibility of dockless bike sharing and a contract for an updated Indego business plan. oTIS also led planning and outreach for road reconfigurations and parking protected bicycle lane on Chestnut Street, reconfiguration of Parkside Avenue, and planning work for building 30 miles of parking-protected bike lanes.
- Philly Free Streets: oTIS led the second Philly Free Streets event in October 2017. The event closed certain city streets to vehicle traffic, connecting Independence National Historic Park with Fairhill. Thousands of attendees walked, biked, and played through these diverse neighborhoods.

*Community Services*: In FY18, this cluster continued to focus on coordinating multi-agency quality-of-life initiatives, including taking steps to improve conditions near the Gurney Street railroad right-of-way in Kensington. After extensive negotiations with the City, Conrail agreed to clean and secure its railroad property, and the cluster has led a multi-departmental effort to improve public services, target human services resources, and remediate nuisance conditions in the surrounding neighborhood.

**Office of Adult Education (OAE)**: OAE has played a critical role in the development of the workforce strategy, Fueling Philadelphia's Talent Engine by elevating the importance of workplace and digital literacy. OAE's staff and functions will form part of the new Office of Workforce Development.

OAE operates five *myPLACE<sup>SM</sup>* Campuses along with 58 partners. These facilities provide approximately 3,500 individuals each year with access to adult basic, adult secondary, English as a Second Language, and career development education in neighborhood partner programs or online. OAE also offers an online course that helps adult learners prepare for entrance exams into employment, training programs, and community college. Since the course launched in FY17, OAE has enrolled 167 learners who have passed entry exams or otherwise improved their skills.

OAE also manages KEYSPOT, which is the citywide network of 50 free public computer labs (KEYSPOTS) that provide residents with access to technology and training. In FY18, five new sites in North Philadelphia joined the network. Combined, these new sites provide at least 75 hours per week during which members of the community can access computers and the internet.

Lastly, in FY18, OAE launched an initiative to place mobile reading applications in the hands of adult learners. As a result, 1,200 Philadelphia residents in low-income areas have downloaded high-quality apps on their smart phones and have been learning to read.



*Eagles' Parade following the 2018 Superbowl win.*

**Office of Special Events (OSE):** OSE coordinated services for more than 1,000 events, including Wawa Welcome America, the Made in America Music Festival, and the Mummers Parade, in calendar year 2017, and the Eagles Superbowl Parade thus far in 2018. OSE also worked with numerous government agencies and private sector stakeholders to help secure and operationalize the 2017 National Football League (NFL) Draft in Philadelphia.

**Animal Control (ACCT Philly):** In calendar year 2017, ACCT Philly admitted 18,000 animals and

provided live exits for nearly 14,000 of them, resulting in an 81% live-release rate. Nearly 6,000 animals were transferred to ACCT Philly partners, over 2,000 were placed into foster programs, over 6,500 spay and neuter surgeries were performed, and more than 2,400 cats were released through Trap-Neuter-Release. ACCT Philly also convened a volunteer task force to inform the upcoming relaunch of its volunteer program in calendar 2018. In addition, to improve internal operations over the last year, ACCT Philly adopted its first three-year strategic plan and created an internal policy manual.

The program has attracted national recognition for its implementation of best practices. The PETCO Foundation, PetSmart Charities, and the Best Friends Animal Society have awarded a combined \$1.3 million to ACCT Philly in support of projects and partnerships. Locally, ACCT Philly has teamed up with the Pennsylvania Society for the Prevention of Cruelty to Animals (PSPCA) and the Philadelphia Animal Welfare Society (PAWS) to form an innovative coalition to improve communication, resource-sharing, and cultural partnerships among the animal sheltering community.

**Office of Emergency Management (OEM):** OEM operates a Regional Integration Center (RIC), which maintains a 24/7/365 watch desk that provides real-time updates and alert and warning to the entire city. OEM also maintains four emergency response on-call teams that are available 24/7/365 to respond anywhere within the city to support evacuations, interagency coordination, and executive notifications. OEM continues to coordinate public safety planning and response for large special events, and provides public safety logistics support for First Amendment activities.

During the fall of 2017, following Hurricanes Irma and Maria, OEM led local recovery efforts and executive coordination to assist survivors who self-evacuated to Philadelphia. Philadelphia has approximately 134,000 Puerto Rican individuals, and many individuals who have been forced to leave their homes in Puerto Rico have joined family, friends, and the diaspora community in Philadelphia. In October, OEM established a Disaster Assistance Service Center (DASC) with dedicated staff and resources to assist more than 1,800 Puerto Rican individuals who arrived after Hurricanes Irma and Maria.

In FY18, OEM also convened the Emergency Practices and Inclusion Conference (EPIC), which brought together stakeholders to learn more about access and functional needs inclusion in emergency planning. OEM organized a healthcare facility evacuation tabletop exercise; launched the first phase of revising City evacuation plans by conducting technical analysis; and brought together regional partners to complete a debris management assessment. OEM provided support to the Fire Department and the Airport for the triannual full-scale Emergency Preparedness Exercise. Before the end of FY18, OEM will also convene several recovery workshops focused on how the City can improve its planning for recovery.

**Police Advisory Commission (PAC):** The PAC received a new Executive Order, which calls for a heightened focus on police policy, practice, and customs. The PAC will be guided by a newly-seated board of commissioners, nine of whom are new to the PAC, and hired a new Executive Director and Chief of Staff in FY18. In addition, the PAC submitted an in-depth investigation on a high-profile investigation of the Police Department (PPD) and its first review of a PPD practice to the MDO and Police Commissioner.

**Office of Violence Prevention (OVP):** In FY18, the OVP was established to provide leadership, coordination, and assessment of violence prevention programs. This change marks an expansion from the existing Youth Violence Reduction Partnership (YVRP), which is still in place. OVP's assessment efforts include program evaluation and oversight, management and administrative leadership, coordination of programs and efforts, assistance with administration and distribution of funds to programs, and development of new prevention initiatives.

OVP oversees both the Youth Violence Reduction Partnership (YVRP) and Focused Deterrence. YVRP is a multi-agency effort that aims to reduce youth homicide by steering participants away from violence through supervision and by providing them with the necessary supports to set them on the path to productive adulthood. YVRP focuses on individuals aged 14 to 24 who live in the city's highest-crime, highest-need neighborhoods and who are most at-risk to kill or be killed. Focused Deterrence aims to reduce gun violence in South Philadelphia by targeting group-motivated gun violence, addressing trauma, and connecting victims to resources that they need. OVP partners with the DAO on Focused Deterrence and provided personnel dedicated to providing social service resources to support the DAO's efforts, along with administrative support for the project. OVP also sits on the Focused Deterrence executive committee and is responsible coordinating services and providing operational support.

**Legal Services:** Legal Services maintains the following annual contracts that help fund legal representation for individuals who need, but who cannot afford, an attorney:

- The Defender Association provided counsel to indigent defendants in approximately 70% of First Judicial District criminal cases and 60% of children in the Family Court's dependent child division. The Defender provided representation in approximately 35,000 cases.
- The Support Center for Child Advocates (SCCA) coordinates and assists the work of volunteer lawyers who represent children in the Dependency division of Family Court. SCCA's staff ensures that children are provided with legal representation and comprehensive training for all attorneys who accept counsel appointments to represent abused and neglected children. SCCA represented over 1,100 children this year.
- Community Legal Services (CLS) helped over 10,000 Philadelphians over the last year by fighting consumer fraud and predatory lending; preventing homelessness; ensuring access to healthcare and fair treatment in the workplace; and protecting children, families, and vulnerable adults.

**Community Life Improvement Program (CLIP):** CLIP continues to eradicate blight at an aggressive pace. During the first half of FY18, CLIP's Graffiti Abatement Teams removed graffiti from more than 70,000 properties and expects to clean a total of 115,000 by fiscal year-end. CLIP's Community Service Program, which provides non-violent adult offenders an opportunity to complete their mandated community service hours by cleaning and beautifying the city, was responsible for 610 community clean-ups with 268 participants in the first half of FY18. The Community Partnership Program, which offers tools and supplies to volunteers who are cleaning up their neighborhoods, has lent more than 2,400 pieces of equipment to 324 groups thus far in FY18 and expects to supply an additional 226 organizations in the second half of FY18. The Vacant Lot Program, which is responsible for the inspection, enforcement and abatement of private and public vacant lots citywide, has inspected more than 15,100 vacant lots, has abated more than 7,600 of them thus far in FY18, and expects to clean a total of 15,000 vacant lots by the end of the year. Many of the lots inspected are not in violation or come into compliance after receiving a violation; therefore, they would not need to be abated. The Exterior Property Maintenance Program boasts a 65% compliance rate among property owners in the Northwest and Northeast cleaning their properties after a violation is

issued (and before the City takes punitive action). CLIP has inspected more than 6,800 properties and abated more than 1,400 nuisance properties thus far in FY18, and expects to clean an additional 1,500 nuisance properties by the end of the fiscal year.

CLIP proudly employs a diverse workforce and provides employment opportunities for people in need of second chances: 68% of its workforce are minorities, and 35% of its employees are returning citizens.

**Philly311:** Under the Kenney Administration, Philly311 has increased its focus on ensuring that problems are solved to the client's satisfaction. Using Net Promoter Score methodology, which is a management tool that 311 uses to gauge its users' loyalty to 311, Philly311 measures and quantifies customer satisfaction. The Philly311 team works with every City service partner to understand the drivers of detractor scores, and works with agencies to reduce the number of detractors, improve the customer experience, and implement internal process improvements. Usage of the system (number of complaints and calls) is increasing, and Philly311 continues to conduct community outreach to encourage customers to use web and mobile channels to submit their 311 requests so that 311 can process them most efficiently. Additionally, 311 leadership has focused on making improvements to the City's technology systems works with departments on various initiatives, such as customer service training and social media content development for L+I.

**Office of Immigrant Affairs (OIA):** OIA has worked closely with other City agencies in response to federal immigration policy changes over the last year. OIA was an integral part of the City's response to the funding threats made against the City due to Philadelphia's immigration policies. OIA was an active contributor to the City's successful lawsuit against the U.S. Department of Justice, and continues to be engaged with other federal policy matters regarding the Deferred Action for Childhood Arrivals Program (DACA) and Temporary Protection Status (TPS).

OIA continues to focus on implementing the Home Rule Charter's Language Access requirements by working with departments and agencies to designate and train Language Access Coordinators, develop detailed Language Access Plans, and report on language access service provision. All City departments have access to telephonic interpretation services, and 362 documents have been translated during the first half of FY18. OIA also worked with PPR to launch the second annual Philadelphia International Unity Cup, which is a citywide, World Cup-style soccer tournament celebrating Philadelphia's rich cultural diversity. This year's tournament featured 48 teams from different countries, and it ended with a championship game in November 2017.

## PLANS FOR FISCAL YEARS 2019-2023

**Administration/Policy:** Each of the MDO's clusters will continue to support its respective departments, and programs, strengthening these entities' abilities to execute their missions. In addition, the clusters will continue to focus on identifying and increasing opportunities for collaboration, alignment, and coordination across departments and programs. Each cluster will also continue to support the "City as Model Employer" strategy to develop career pipelines within City departments for individuals who have barriers to employment.



*CLIP Graffiti Cleanup.*

The City is also undertaking a Request for Proposal (RFP) process to design and implement a municipal identification program.

**Office of Performance Management (OPM):** OPM will continue to provide performance measurement and statistical support to City departments, and will work with departments and the Office of Budget and Program Evaluation to help implement program-based budgeting across City government.

*Community and Culture:* **Rebuilding Community Infrastructure (Rebuild):** Rebuild is ready to launch in FY18 with available City capital funds. The City could quickly issue the first bonds, but cannot do so responsibly until litigation challenging the Philadelphia Beverage Tax is resolved in the City's favor. Issuance of the bonds is necessary for full, expedited implementation to begin. This implementation will entail site-specific community engagement, design and construction work on as many projects as its multi-hundred- million-dollar budget will allow over about seven years, although the program will not be able to touch every park, recreation center, and library in the system. Rebuild projects, which are expected generally to be implemented by Project Users, will be designed to reflect the priorities of community members and become functional, sustainable examples of design excellence.

Rebuild projects will undergo a robust community engagement process, including broad outreach to community members about the needs and priorities for their site, and supports for community groups, like “friends” groups or Recreational Advisory Councils, to help them maintain the investments, design better programming, and work more effectively on community issues. Rebuild has ambitious goals for both workforce participation and contracting in every year of the program across all Rebuild projects. These goals include 30-35% Minority-, Women-, and Disabled-Owned Business Enterprise (M/W/DSBEs) participation on construction contracts, and 45% minority workforce hours.



*Rebuild will seek to revitalize Parks, Recreation Centers, Playgrounds, and Libraries.*

Over the next few years, Rebuild will support broader efforts to make Philadelphia's construction sites more reflective of the city's diversity. Rebuild will launch its PHL Pipeline program, which is an apprentice-ready program that aims to improve access for Philadelphia women and minorities to family-sustaining careers in the skilled trades. Graduates of the program will have the skills and opportunity to successfully gain, retain and maintain employment in a skilled trades career. Rebuild work performed by the Philadelphia Redevelopment Authority will provide another track for access to skilled jobs.

Additionally, Rebuild will help support Citywide efforts to increase the number of Minority-, Women-, and Disabled-Owned Business Enterprises (M/W/DSBEs) winning City contracts. Rebuild will assist local businesses, in particular minority-, women-, and disabled-owned owned businesses, in addressing common challenges to growth. Rebuild and Commerce staff, with the support of a vendor, will work with local businesses to identify their challenges, such as financial management or accounting or cash flow, and design individual plans for them to build capacity to perform successfully on Rebuild projects and other City contracts.

Finally, fundraising will continue. The William Penn Foundation has already committed \$100 million to Rebuild. Over the next few years, Rebuild staff will seek additional grant commitments from state, federal and private entities.

***Health and Human Services:*** In May 2017, the Mayor’s Task Force to Combat the Opioid Epidemic in Philadelphia issued a report considering the causes of the public health crisis caused by prescription and illicit opioids, and outlining 18 recommendations to solve the devastating challenges resulting from these high and increasing rates of opioid use disorders and overdose deaths. The Task Force grouped the recommendations into four categories: prevention and education, treatment, overdose prevention, and involvement of the criminal justice system. Over the last year, the Task Force has made progress both with insurance companies and health institutions in their efforts to curb over-prescribing, and lives have been saved through equipping City employees and community members with the antidote, Naloxone. However, the epidemic continues to have a growing impact on the city’s neighborhoods, and the Five Year Plan seeks to tackle these challenges by caring for and protecting homeless addicted individuals as well as keep neighborhoods safe, clean, and accessible.

The Plan adds \$750,000 annually for the Police-Assisted Diversion program in the Police Department’s East Division, which allows officers to redirect low-level offenders who are engaged in drug and prostitution activity to community-based services instead of prosecution and jail. The MDO will also focus on addressing major externalities caused by the epidemic, specifically, neighborhood safety and cleanliness, by improving needle clean-up and block-by-block safe streets organizing.

This cluster will also continue to develop strategies for greater cross-collaboration and will continue to work on key issues, such as housing, workforce development and fiscal compliance. HHS works on increasing access to affordable housing by strengthening coordination between housing development agencies and City departments; increasing connections to housing for families in the child welfare system; increasing supportive housing opportunities, especially “Housing First”; improving the rate at which children are placed into permanent homes, as well as supporting foster youth as they age out of the system; and continuing the senior workforce training program. Lastly, HHS’s Audit Unit will expand implementation of audit and financial management practices to support effective investment in programs.

***Public Safety and the Office of Criminal Justice (OCJ):*** OCJ will continue to oversee initiatives aiming to reduce the local jail population, improve public safety, reduce gun violence, and strengthen support systems that improve outcomes for returning citizens. In FY19, OCJ will coordinate with partner agencies to implement data-driven strategies to reduce the City’s overreliance on jails and focus on reducing recidivism by better connecting returning citizens to the resources they need. Goals include continuing to implement strategies and reforms for an overall 34% reduction in the jail population by the conclusion of FY19 (from the FY16 baseline) and working with the Reentry Coalition to reduce recidivism by 25% by the end of 2020.

Additional strategies to reduce the jail population that are planned for roll-out in FY19 include creating a system of alternatives to cash bail; creating alternatives to incarceration for individuals who have violated the terms of their probation or parole; and increasing community-based supports for individuals in the criminal justice system who have substance use disorders and/or serious mental illness. OCJ will continue to staff the Reentry Coalition and work closely with the Office of Reintegration Services (RISE) to bolster and enhance reentry services through better coordination of efforts citywide.

***Transportation and Infrastructure (oTIS):*** In future years, oTIS will continue to coordinate multi-agency initiatives and work to secure funding for transportation and infrastructure projects from state, federal, and philanthropic grants. In FY19, oTIS expects to complete and publish its Connect transportation action plan and begin follow-up and implementation activities over the next five years. These activities include improving the bus network to increase mobility for Philadelphians who need it most. oTIS will implement the Vision Zero three-year action plan to reduce fatalities and serious injuries with a special focus on speed

management, and will review and revise the Action Plan in FY20. oTIS will also continue securing funding for constructing Direct Bus stations and working with SEPTA to expand express bus service in the city.

oTIS will focus on:

- Working with community partners on parking policy and looking to increase conversations around transportation funding and need;
- Building the city's bicycle network, including protected bike lanes;
- Improving the financial, ridership, and equity performance of the Indego bike sharing system, and finalizing and implementing a revised Indego business plan;
- Continuing to work with PennDOT on the I-95 Improvements Project to ensure that project planning accounts for City concerns and initiatives;
- Working with Streets, City Planning, DVRPC, and other agencies as appropriate, to address needed improvements to the truck network, truck parking facilities, and delivery management;
- Continuing to work with Water on its Green Cities Clean Waters initiative, providing high-level coordination and strategic oversight;
- Continuing progress on the federally-funded Roosevelt Boulevard plan to create a more inviting corridor that is safe, accessible and reliable for all users; and
- Continuing the installation of new bus shelters and other street furniture throughout the city.

*Community Services:* This cluster will continue to coordinate multi-agency initiatives to develop safe and healthy neighborhoods through collaborative planning, community action, and policy advocacy. The cluster will also continue to focus its work on lifting up and improving Philadelphia's most vulnerable neighborhoods and citizens, with a specific focus on the Kensington area. The cluster will also continue to be an integral participant in several Citywide strategic initiatives, such as OST, community schools, and other activities that have a strong focus on civic engagement and community outreach.

FY19 Strategic Goals				
• Provide performance measurement and statistical support to Departments through OPM.				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percent of contracts conformed within 90 days of start date <sup>1</sup>	N/A	53%	50%	50%
Number of departments with new strategic plans completed with facilitation via OPM <sup>2</sup>	2	N/A	4	4 to 6

<sup>1</sup> This is a new measure for FY18, so data is not available for FY17. FY18 YTD data is for Q1 only, as MDO has to account for the 90 days.

<sup>2</sup> This is an annual measure. FY18 data will be available at year-end.

**Office of Workforce Development (OWD):** Economic growth, critical to the future of the city and region, is dependent upon a strong, skilled workforce. To prepare Philadelphians for today's jobs and tomorrow's economy, key stakeholders from across the city have collaborated to develop Fueling Philadelphia's Talent Engine, a comprehensive workforce development strategy built around three overarching goals: prepare Philadelphians with the skills needed for a world-class workforce; address underlying barriers that prevent Philadelphians from accessing meaningful career opportunities; and build a workforce system that is coordinated, innovative and effective. Each of the three goals is supported by a corresponding set of recommendations and specific metrics to be achieved by the end of 2020. At the center, the strategy is a shift in focus from short-term job training and placement to long-term career planning and advancement, with an emphasis on supporting workforce entry and success in seven industry sectors: health care, retail and hospitality, early childhood education, technology services, business and financial services, construction and infrastructure, and manufacturing and logistics.

Fueling Philadelphia's Talent Engine was developed by Philadelphia's Workforce Development Steering Committee, co-chaired by the City's Managing Director and Director of Commerce, with representation from the Chamber of Commerce for Greater Philadelphia, School District of Philadelphia, Community

College of Philadelphia, Philadelphia Works Inc., Philadelphia Youth Network, employers, institutions of higher education, workforce intermediaries, national and local policy experts, nonprofit organizations, labor unions, and philanthropy. Members of the Philadelphia Workforce Development Steering Committee will work hand-in-hand with OWD on strategy implementation and evaluation of impact.

OWD will focus initially on the following three strategies:

- Engage private sector expertise to launch and/or strengthen seven industry partnerships: OWD, in partnership with the Chamber of Commerce for Greater Philadelphia, the Philadelphia Society for Human Resource Management (SHRM), and Philadelphia Works Inc., will lead efforts to launch and/or strengthen industry partnerships in seven growth sectors of the economy. Leaders from business, education, workforce development, and philanthropy will be engaged throughout to ensure Industry Partnerships produce measurable impact for employers, job seekers, and incumbent workers; and a return on investment for funders.
- Transition 200 temporary City-government workers to permanent employment by 2020 through the City as Model Employer pilot initiative: OWD will manage design and implementation of the City as Model Employer (CME) pilot initiative. This initiative is focused on preparing individuals for middle-skill positions that are difficult for City departments and private sector employers to fill currently, and embodies the recommendations laid out in Fueling Philadelphia's Talent Engine. OWD will lead efforts to build an intentional system to support workforce entry and career pathway progression for individuals who have barriers to employment, including: opportunity youth and young adults, ages 16-24; individuals returning from incarceration; immigrants; and adults lacking necessary workforce skills and credentials. As part of the pilot, 200 individuals will transition from temporary/seasonal work to permanent employment with the City of Philadelphia or an employer partner by 2020.
- Identify and recognize 150 employers by 2020 who promote career entry, retention and advancement for individuals who face barriers to employment: OWD will launch a Model Employer Campaign to recognize and support employers committed to promoting career entry, retention and advancement, with a particular emphasis on highlighting practices that help individuals build the skills needed to progress from low- to middle-skill jobs. The Campaign will have a special focus on pioneering small and mid-size companies that embrace practices which expand, diversify, and strengthen their workforce.

*Office of Adult Education (OAE):* OAE will continue to develop and leverage existing partnerships, as well as explore new collaborations, toward ensuring a quality adult education system for all Philadelphians. OAE will maintain the City's current five myPLACE<sup>SM</sup> campuses, and expects to launch a myPLACE<sup>SM</sup> pilot with PDP in 2018. Additionally, OAE and the Mayor's Office of Education (MOE) expect to launch adult education courses within Community Schools. OAE also remains committed to supporting the City's workforce development initiatives. OAE staff continues to train staff at PA CareerLink® sites on strategies for identifying and communicating with participants who have literacy and language challenges. OAE will also collaborate with departments in developing pathways to City employment. The Office also continues to lead the Education Subcommittee of the Reentry Coalition, actively advising on the education component in reentry and strategically collaborating with Prisons and the Office of Reintegration Services. OAE is also planning for a Reentry Awareness Month event in June 2018, along with OACCE, the Office of Black Male Engagement, OCJ, and Prisons.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>• Implement and operationalize Fueling Philadelphia's Talent Engine: A Citywide Workforce Development Strategy.</li> <li>• Create viable pathways to permanent employment for seasonal/temporary City workers through City as Model Employer.</li> <li>• Launch a Model Employer Campaign to recognize and support employers committed to promoting career entry, retention and advancement for individuals who face barriers to employment.</li> <li>• Increase the number of learners enrolling in adult education classes after completing initial intake and assessment.</li> <li>• Maintain total KEYSPOT digital literacy training attendance at 1,600, while fostering innovative quality programming in FY19.</li> </ul>				

#### FY19 Performance Measures

Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of Industry Partnerships launched or strengthened to meet employers' talent needs <sup>1</sup>	N/A		1 launched	3 strengthened; 3 launched
Number of individuals who have transitioned from temporary/seasonal work to permanent employment through City as Model Employer <sup>2</sup>	N/A	161	161	236
Number of employers that have engaged in the Model Employer Campaign <sup>3</sup>	N/A		10	75
Number of learners enrolling in adult education classes after completing myPLACE initial intake and assessment process	1,640	1,151	1,800	1,900
Percent of volunteers who are referred to organizations after completing Office of Adult Education volunteer training	77.5%	77.0%	80.0%	80.0%
Number of individuals who received digital literacy training through KEYSPOT training programs <sup>4</sup>	N/A		6,800	6,800

<sup>1</sup> OWD's longer-term goal is to launch or strengthen seven partnerships. OWD was established in February 2018, so prior-year and YTD data is not available.

<sup>2</sup> By 2020, 200 individuals will transition from temporary/seasonal work to permanent employment with the City of Philadelphia or an employer partner through the City as Model Employer pilot initiative. The campaign was rolled-out in FY17, and full-year FY17 data is not available.

<sup>3</sup> One hundred and fifty employers will engage in the City's new Model Employer Campaign designed to advance practices that support career progression and improve business outcomes. OWD was established in February 2018, so prior-year and YTD data is not available.

<sup>4</sup> This measure is new for FY18, so prior-year data is not available. This is an annual measure. FY18 data will be available at year-end.

**Office of Special Events (OSE):** In calendar year 2018, OSE will consolidate multiple applications into a single special events application to streamline the City's special events application process. This application will allow OSE to track events by reference number and will be used to establish a comprehensive database to capture special events data. OSE is also working with internal City stakeholders to develop a new special events policy to better position the City as a desirable location for event producers and planners, while improving OSE's ability to manage permitting and streamline delivery of City services and equipment.

FY19 Strategic Goals		
Performance Measures		
Measure	Calendar Year 2017 Actual	Calendar Year 2018 Target
Number of applications processed <sup>1</sup>	1,608	1,600

<sup>1</sup> Metric based on the calendar year, not the fiscal year.

**Animal Control (ACCT Philly):** ACCT Philly will continue to enhance overall service delivery to its customers, increase owner accountability, improve the training and development of its staff, increase monetary and in-kind donations, and improve the quality of care for its animal patients. In coordination with the MDO and the Department of Public Property (DPP), ACCT Philly is planning several capital projects that are designed to enhance the overall look and functionality of the 111 West Hunting Park property. The City dedicated \$250,000 in capital funds to purchase new dog kennels, which will replace

the current kennels that are approximately 20 years old. As part of a \$1 million grant awarded by the PETCO Foundation, ACCT Philly will also renovate its current facility by adding a modern adoption center.

FY19 Strategic Goals				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Life-saving rate	82.0%	84.2%	80.0%	82.0%
Number of city dog licenses issued	10,002	3,546	8,000	9,000
Respond to service request calls within SLA (contract) <sup>1</sup>	100.0%	100.0%	90.0%	90.0%
Number of spay/neuter surgeries completed <sup>2</sup>	8,632	4,609	8,500	8,200

<sup>1</sup> ACCT's SLA is 90%.

<sup>2</sup> As intake goes down, ACCT anticipates doing fewer spay and neuter surgeries.

**Office of Emergency Management (OEM):** OEM plans to continue focusing on ensuring that Philadelphia is resilient and prepared to handle emergencies, disasters, and emerging threats. This includes developing targeted disaster recovery strategies and programs; continuing to revise evacuation plans; building out logistics capabilities; and expanding preparedness and community engagement initiatives.

FY19 Strategic Goals				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percentage of corrective actions completed or in process of completion within six months	80.0%	79.0%	90.0%	90.0%
Community Preparedness: number of people reached within 12-month period	3,909	3,821	6,000	7,000

**Police Advisory Commission (PAC):** The FY19-23 Five Year Plan includes \$1.25 million in additional funding over five years for staffing support. The PAC will continue to investigate complaints related to individual incidents of police activity and conduct as needed and will provide succinct, useful, and evidence-based responses and recommendations to the Police Department. The PAC will also focus on issues related to the policies, practices, and customs of the Police Department by establishing relationships with Police personnel and community leaders. Moreover, the PAC will attend community meetings and will create meeting spaces, including digital spaces, to encourage community members to share concerns and provide input to the PAC regarding where the PAC should focus its resources. The PAC's work will focus on improving police community relations, building trust, anticipating problems, and exploring best practices from other police advisory commissions.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Engage community members to help them to understand the mission of the PAC and to engage more deeply and build trust with the community.</li> <li>Review Police policy and issue recommendations.</li> <li>Review customs and practice and issue recommendations.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percentage of complaints against police forwarded to the Police Department's Internal Affairs Division (IAD) within 5 business days of receipt <sup>1</sup>	N/A	31.3%	80.0%	85.0%
Number of policy, practice, or custom review(s)/report(s)/opinion(s) issued by the PAC <sup>2</sup>	N/A		6	6

<sup>1</sup> This is a new measure for FY18, so FY17 data is not available. This is an internal timeline. The goal is to increase the percentage. IAD can either accept or decline to investigate a complaint received from the PAC. IAD has a 75-day period during which to investigate complaints from the PAC. Upon completion of an IAD investigation, the PAC can audit the IAD investigation. The PAC anticipates improving this percentage during the second half of the year to approach the target.

<sup>2</sup> This is a new measure for FY18, so FY17 data is not available. This is an annual measure.

**Office of Violence Prevention (OVP):** The FY19-23 Five Year Plan includes an additional \$1.5 million to support OVP in building its foundation of collaboration, partnering with law enforcement agencies for new enforcement initiatives, joining with community-based organizations for resource-building and utilization, and employing citizens for community outreach and mobilization to reduce community violence. OVP intends to have all City-funded violence prevention and intervention initiatives evaluated, both quantitatively and qualitatively. OVP has developed an evaluation tool and will be conducting individual evaluations with intent to conclude by the end of FY18. These evaluations will include the perspective of the communities they are intended to serve. OVP will use this data to support programs that need improvement, and develop new initiatives to promote community peace and public safety, such as a city-wide crisis intervention strategy. OVP plans to incorporate the faith-based community and a community grant foundation in its citywide prevention strategy to build safer communities.

FY19 Strategic Goals		
<ul style="list-style-type: none"> <li>Improve all existing programs, and develop new prevention and intervention initiatives using proven strategies for reducing community violence.</li> <li>Strengthen communities by empowering citizens in the areas of outreach and mobilization to deter violence.</li> <li>Increase collaboration among local government, academic institutions, faith and community-based organizations, and communities to reduce city-wide violence and improve public safety.</li> </ul>		
Performance Measures		
Measure	Calendar Year 2017 Actual	Calendar Year 2018 Target
Number of homicides of youth ages 7-24 in each YVRP district overall <sup>1</sup>	61	a reduction from 2017

<sup>1</sup> This is an annual measure. This is a new measure for FY18, so data is not available for FY17.

**Legal Services:** These programs will continue to facilitate the provision of legal services in FY19 and will continue to play a major role in the criminal justice partners' MacArthur implementation efforts.

**Community Life Improvement Program (CLIP):** CLIP will continue to maintain its efficient, quality service delivery; participate in the Zero Waste and Litter Cabinet, by serving on committees and working to support clean-up efforts; and develop strategies to further reduce blight and enhance cleanliness citywide.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Engage more residents to become involved in community clean-ups to eradicate blight throughout the city.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Graffiti abatement: properties and street fixtures cleaned	129,075	70,174	115,000	125,000
Community Partnership Program: groups that received supplies	586	324	550	575
Community Service Program: citywide cleanup projects completed	1,988	1,292	2,000	2,000
Vacant Lot Program: vacant lot abatements	15,809	7,662	15,000	15,000
Vacant Lot Program: vacant lot compliance rate <sup>1</sup>	23.3%	31.5%	25.0%	25.0%
Community Life Improvement: exterior property maintenance violations	10,851	6,094	11,000	11,000
Community Life Improvement: exterior property maintenance compliance rate <sup>2</sup>	63.1%	61.5%	60.0%	60.0%
Graffiti removal tickets closed within service level agreement of seven days	91.8%	95.3%	95.0%	95.0%
Number of nuisance properties and vacant lots abated	18,835	10,255	18,500	18,500

<sup>1</sup>Compliance rate refers to the percent of property owners who receive a notice of violation and take action to clean up their properties within the timeframe given to address the violation. Vacant lot violation compliance by owners varies depending upon ownership, as many of the owners' addresses in CLIP's system are the actual vacant lot addresses, meaning that there are no owners on record.

<sup>2</sup>Compliance rate refers to the percent of property owners who receive a notice of violation and subsequently take action to clean up their properties within the timeframe given to address the violation. In warmer/busy months, the rate is higher due to volume of requests allowing for the owner to have additional time to clean his/her property. This is not the case in the colder months, at which point the compliance rate drops.

**Philly311:** Philly311 will continue to focus on enhancing customer satisfaction by increasing the Net Promoter Score and reducing the percentage of users who are considered “service detractors” (meaning that they are unlikely to recommend 311 services). Philly311 will also continue to focus on efficiency by introducing improved web and mobile applications that are expected to increase the percentage of service requests submitted electronically. The program will also participate in the City as Model Employer initiative by training current Prisons inmates so they can be hired as full-time employees when they are released. This is expected to reduce recidivism and enhance opportunities for returning citizens.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Raise Net Promoter Score (NPS) to consistently meet or exceed 10.<sup>1</sup></li> <li>Introduce new web and mobile applications to raise usage levels to 50% of all service requests (in the long-term).</li> <li>Work closely with departments to enhance their customer service abilities and improve response to service requests.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percent of calls answered within 20 seconds <sup>2</sup>	73.4%	69.5%	80.0%	80.0%
Percent of 311 Net Promoter Score (NPS) survey respondents who are "service detractors" <sup>3</sup>	40.8%	26.5%	< 30.0%	< 30.0%
Percent of residents who utilize mobile and web applications to contact 311 <sup>4</sup>	13.0%	38.0%	45.0%	45.0%
Average score for tickets and phone calls monitored by 311 supervisors <sup>5</sup>	90.0%	83.5%	85.0%	85.0%

<sup>1</sup>Best-in-class scores are 50+. NPS is the net value of the percentage of people who would recommend the service minus the detractors. Thus, the larger the positive number, the better. Theoretically, the NPS could range from -100 to +100, but in practice the values are usually much smaller. A 10 is a good score.

<sup>2</sup>311 lost one agent in FY18 Q2 and had four agents out on extended leave. In addition, 311 averaged six callouts per day and is currently reviewing attendance policies with Human Resources and preparing to interview potential agent trainees.

<sup>3</sup> "Service detractors" fall between 0 and 6 on a 10-point scale of "How likely are you to recommend this service to a friend or colleague?"

<sup>4</sup> This measure refers to the number of contacts using mobile and web applications to contact 311. 311 expects this percentage to increase during the remainder of the year to meet the target, following efforts to push usage to customers on high call volume days.

<sup>5</sup> Agents are scored on a six-point scale and are graded pass/fail. Supervisors monitor two calls per week. 311's Quality Assurance Associate continues to create new components to assess quality. The average is based on the quality of tickets submitted within 311's system. Accuracy of information and customer service is also measured. The call quality of 311 agents improved this past quarter (from 80% in Q1). The increase can be attributed to re-calibrating call quality expectations, increasing coaching from management, and identifying negative trends more efficiently.

**Office of Immigrant Affairs (OIA):** OIA will continue to support the Mayor's Office and Law Department in preserving City policies that assist immigrant communities; focus on streamlining language access services by giving operators more direct access to interpreters; and support the completion of citizenship applications. OIA will also continue its yearlong cultural programming, including flag-raisings and cultural activities associated with Welcoming Week, Immigrant Heritage Week, and Immigrant Heritage Month.

<b>FY19 Strategic Goals</b>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of translated documents	640	362	550	600
Number of limited-English-proficient (LEP) transactions	42,210	22,403	45,000	50,000

**Town Watch Integrated Services (TWIS):** TWIS will continue to organize neighbors into town watch organizations and work with these groups to establish neighborhood priorities and plans for how to address them. TWIS will also continue to work to improve the relationship between law enforcement and residents.

<b>FY19 Strategic Goals</b>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Total membership in the 5 PSAs <sup>1</sup>	N/A	343	10% increase from FY17	10% increase from FY18

<sup>1</sup> This is a new measure for FY18, so data is not available for FY17.

# MAYOR

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## MISSION

The Mayor's Office sets the goals and priorities for the Administration, oversees all departments and agencies that fall under the executive branch, and provides leadership and coordination to achieve the Administration's goals and priorities.

The Mayor's Office accomplishes this work through the following programs:

- **Mayor, Chief of Staff, and Executive Office:** The Mayor and Chief of Staff set and manage the overall priorities and agenda for the Administration. The Chief of Staff coordinates with Cabinet members and department leadership to implement the Mayor's priorities. The Executive Office manages the day-to-day activities of the Mayor and provides support to the entire Mayor's Office.
- **Policy, Legislation, and Intergovernmental Affairs:** This office develops the Mayor's policy priorities with other senior members of the Administration. The Policy team promotes policy innovation and the use of data-driven, evidence-based policies to maximize the impact of government resources. The Legislation team drafts and reviews all legislation, and is a close partner in working with City Council. The Intergovernmental Affairs team works to foster clear, constructive, and consistent communication between and among local, state, and federal government entities and elected officials.
- **Communication and Digital:** This office informs Philadelphians about their government, expands access to information about City services, and provides residents with critical information in times of emergency or breaking news. The Communications team facilitates media access to the Mayor and members of the administration and coordinates communications staff across departments. The Digital team oversees a strategy to engage residents online and makes information about City services more easily accessible to all Philadelphians.
- **Public Engagement:** Through partnership with the Mayor's public engagement commissions, this office strengthens trust and supports collaboration between community and City government. The office plays a key role in raising awareness about how the City can serve its many diverse communities and facilitates opportunities for the public to provide input and ensure that everyone's voice is heard when the City is drafting and implementing policies. This office also provides for departments' creation and execution of community engagement plans.
- **Diversity and Inclusion:** This office advances the Mayor's commitment to promoting diversity and inclusion both across City government and citywide. The office works to ensure that local government is a strong, vibrant model of fairness for Philadelphia's diverse communities, and focuses on weaving equity into all City programs. The office analyzes the City's workforce, developing strategies to close disparities among different races, between genders, and wherever barriers for employee success might exist. The office also includes the Office of LGBT Affairs and the Office for People with Disabilities.
- **Integrity Office:** This office upholds the public's trust by ensuring that the City operates with fairness and integrity, uncompromised by conflicts of interest, political affiliation, favoritism, or other unfair considerations. Its responsibilities include protecting the integrity of City operations, preventing potential wrongdoing by identifying and monitoring compliance risk throughout the Executive Branch, giving advice and support to City employees, providing oversight and support to City departments, educating and coordinating training with City agencies, and ensuring transparency.

## ACCOMPLISHMENTS

**Mayor, Chief of Staff, and Executive Office:** In FY18, the Mayor's Office continued to lead the Administration in implementing the Mayor's priorities, ensuring that cabinets and departments met major goals and benchmarks and worked collaboratively to advance the Mayor's priorities around education, economic opportunity, public safety, efficiency and integrity, and diversity and inclusion. The Office also

worked with Cabinet members to set timelines for major policy changes and implementation of initiatives so that departments had a clear sense of the activities and priorities of the Administration.

In FY18, the Mayor's Office led efforts to return School District of Philadelphia to local control with a locally-appointed board, engaging key stakeholders to ensure a smooth transition and appointing a Nominating Panel to identify the most qualified individuals to serve on the new Board of Education. Additionally, in the fall of 2017, the Office worked with the Commerce Department, Philadelphia Industrial Development Corporation (PIDC), and other partners to submit a proposal for Philadelphia to become the site of Amazon.com's second headquarters, "HQ2." In early 2018, Philadelphia was selected as a Top 20 finalist in the location search from among the 238 cities and regions that placed bids. In partnership with the Office of Diversity and Inclusion and the Office of the Chief Administrative Officer, the Office rolled out new exempt hiring guidelines, enhanced the reporting process used to monitor and support diversity hiring efforts within departments, and enhanced the city's reporting process for Minority-, Women-, and Disabled-Owned Business Enterprise (M/W/DSBE) contract participation.



*Mayor Kenney interacts with a student at a PHLpreK provider in December.*

**Policy, Legislation, and Intergovernmental Affairs:** In February of 2017, the Mayor's Office launched GovLabPHL, a multi-agency team centered on embedding evidence-based and data-driven practices into City programs and services through cross-sector collaboration. GovLabPHL has three streams of work: 1) creating learning opportunities for city employees; 2) piloting innovative programs and prototypes; and 3) ensuring the public has access to learn about new initiatives and best practices. GovLabPHL also manages the Philadelphia Behavioral Science Initiative, which ensures City programs and services are effective and efficient by using evaluations based on the latest behavioral science research. For example, GovLabPHL assisted the Department of Licenses and Inspections in testing several types of messages designed to get license applicants to use an online registration system. Comparing response rates helped the Department to identify the most successful communication method.

Over the past year, the Mayor's Office has also continued to take an active role in the development of legislation that connects the Administration's priorities with those of City Council to enable the best outcomes for all Philadelphians. Additionally, in the first half of FY18, the Mayor's Office issued five Executive Orders covering topics such as: procedures for civilian complaints against police, reconstitution of the Mayor's Commission on Disabilities, and protecting whistleblowers from retaliation.

The Mayor's Office also engaged new state and federal lobbyists to advance and protect the City's interests at the state and federal level and adapt to challenges presented at both levels. The new lobbyists have helped craft and execute a strategy to advance and protect the City's interests in regard to immigration policy, civil rights, healthcare policy, affordable housing funding, education, and social services funding. The Office also created a series of action guides to inform Philadelphians of the impact of various state and federal changes proposed around lesbian, gay, bisexual, transgender, and queer (LGBTQ) rights, health care reform, immigration issues, housing, taxes, and environmental programs in 2017.

**Communication and Digital:** In FY18, the Mayor's Office focused on streamlining Citywide communications processes to improve the quality and reach of departmental communications. The Office surveyed the communications and digital needs of all City departments and worked with departments to

address those needs, identify efficiencies, and build the capacity of communications staff. The Office also reviewed all department-level communications contracts to ensure that the City is using contracted dollars as effectively as possible and only contracting for these services where needed.

To ensure communication with Philadelphians is possible through multiple channels, the Office worked to expand the City's social media reach. This has resulted in increased followers across multiple social media platforms. For example, between November 2016 and November 2017, the City and Mayor's social media accounts have increased their audience, ensuring more Philadelphians have easy access to important information: the City's Instagram audience increased by over 80% (1,290 new followers), the City's Twitter followers increased by 50% (or 87,113 new followers), and the Mayor's Twitter followers increased by 189% (or 28,323 new followers), and Facebook followers increased by approximately 225% (or 11,471 followers). Additionally, the Mayor's Office launched a weekly Citywide employee newsletter to better disseminate information about Administration priorities, training opportunities, and professional development opportunities to all executive branch employees.

**Public Engagement:** The Mayor's Office continued to engage with and support Philadelphia's many diverse communities through meetings and dialogue with the public. The Office of Black Male Engagement hosted a monthly community conversations series, providing an intergenerational platform for residents to discuss challenges, opportunities, and share resources that dismantle inequities and impact the lives of men and boys of color in Philadelphia. The Mayor's Commission on Asian-American Affairs (MCAA) partnered with the Governor's Advisory Commission on Asian Pacific American Affairs and the American Association of Retired Persons (AARP) to hold a community forum about local Asian-American and Pacific Islander priorities, including Deferred Action for Child Arrivals (DACA) policy, immigration, language access, health care, and experiences of small business owners. The Mayor's Office also launched the Millennial Advisory Committee, which hosted monthly meetings in various locations throughout the city, providing millennials with opportunities to learn more about initiatives and projects like Rebuild, criminal justice reform, and reentry through unique and innovative programming including an art exhibit and interactive forum. The Philadelphia Commission for Women completed the first State of Women and Girls in Philadelphia Report, assessing economic empowerment, health and wellness, education, entrepreneurship and innovation, and leadership and civic engagement. The Philadelphia Youth Commission's Fun Safe Philly Summer initiative hosted Playstreet Book Club, a summer reading program which provided Philadelphia children with 2,300 free take-home books. The Commission also developed and disseminated its "101 Free Things to Do Over the Summer" summer guide to more than 400 youth participating at 15 outdoor summer meal sites during the month-long program. In FY18, the Office of Community Engagement and Volunteer Services (OCEVS), which is moving to this program from the Managing Director's Office (MDO), increased the number of Americorps VISTAs in City government by 37% to 27 members. This number is expected to increase again in FY19. In October 2017, OCEVS held the first Civic Engagement Academy 2.0 – an all-day training focused on volunteer leadership skills. In 2017, OCEVS also launched the *Love Your Block* pilot in three neighborhoods, focusing on uniting community leaders to work on a common goal. *Love Your Block* is a community engagement strategy through which the City provides resources to community groups that seek to implement small community services projects in their neighborhoods. Groups receive training and support on effective collaboration, and OCEVS staff guides the groups to pick three goals to work toward while building the infrastructure for continued collaboration.

**Diversity and Inclusion:** Over the past year, the Office has worked closely with the Office of Human Resources and the Office of the Chief Administrative Officer to roll out a new exempt hiring process aimed at supporting the recruitment and hiring of more diverse, qualified candidates. The Office of Diversity and Inclusion also developed and conducted inclusion training, focusing on creating an inclusive and welcoming environment in various City departments. In January 2018, the Office of Diversity and Inclusion produced the City's second annual workforce diversity metrics report, which outlines the diversity of the



*Mayor Kenney shakes hands with students at the E.M. Stanton Schoolyard Ribbon Cutting in February.*

equity analysis to their operations.

In early FY18, the Administration created the Mayor’s Office for People with Disabilities (expanding support for Citywide initiatives and including the Commission on People with Disabilities) and added an Americans with Disabilities Act (ADA) Coordinator and Constituent Services Coordinator to the Office to ensure that all City services are accessible to all Philadelphians. Finally, the Office of LGBT Affairs hired its first Deputy Director, expanding the Office’s ability to serve as both an internal liaison to improve departmental policies and services for LGBTQ residents, as well as to continue robust and meaningful public engagement through events like community conversations.

**Integrity Office:** In FY18, the Administration enacted the Whistleblower Executive Order, which protects City employees, and employees of contractors/subcontractors, who make good faith complaints about waste or official wrongdoing from retaliation and ensures swift investigation and remedial action from the Office of the Inspector General (OIG). The Integrity Office also expanded its Integrity Officer program to disseminate timely information on the City’s ethics laws and ethics-related Executive Orders to departments and to facilitate ethics trainings specific to the needs of individual departments, offices and agencies. The Office provided ethics guidance to City employees, vendors and the public, responding to over 900 inquiries in calendar year 2017. The Integrity Office hosted Integrity Week 2017, during which nearly 300 City employees and residents attended trainings and programs to build awareness of ethics and integrity in City government, including a Twitter chat, a Continuing Legal Education program on Conflicts of Interest, a workshop on contract fraud, and a special conversation with Norm Eisen, former White House Special Counsel for Ethics and Government Reform to President Obama. Additionally, the Office provided oversight and guidance, together with the OIG, on ethics-related aspects of the City’s pre-K and Rebuild initiatives. Finally, the Office facilitated the first public posting of annual Financial Disclosure Statements of members of Boards and Commissions that exercise significant governmental power (15 boards in total), in addition to the statements of the Mayor and top Kenney Administration officials.

## PLANS FOR FISCAL YEARS 2019-2023

**Mayor, Chief of Staff, and Executive Office:** The Mayor’s Office will continue to lead the Administration in implementing the Mayor’s priorities and will ensure that information is communicated appropriately at the cabinet level, department leadership level, and to department staff through a variety of communications methods. The Office will also continue to focus on overseeing an efficient scheduling operation to ensure the Mayor’s time is spent effectively with City leadership, elected officials, residents in all communities, and representing the City’s interests statewide and nationally.

City’s exempt workforce and provides a baseline against which the Administration can measure its efforts to increase the diversity of this workforce.

As part of the Racial Equity Here Grant that was awarded to the City in 2016, the Office hosted a two-day training for City staff on how to incorporate a racial equity lens into the planning of City projects and plans. Looking at projects and plans through this lens makes it possible to better understand the ways in which race and ethnicity shape current and past experiences and to work toward eliminating inequities. In addition to the training, Office of Diversity and Inclusion has also shown departments how to apply an

### FY19 Strategic Goals

- Ensure cabinet members and departmental leadership work to inform goal-setting and priorities for the Administration through regular communication and planning with the Mayor and Chief of Staff.
- Improve interdepartmental coordination by providing regular opportunities to share information across the Administration at departmental leadership meetings, through individual meetings, and by cascading information down through departments.
- Continue to provide meaningful opportunities for all Philadelphians to interact with the Mayor and his Administration.

### FY19 Performance Measures

Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Average response time to scheduling requests (days) <sup>1</sup>	N/A	5.3	10.0	10.0

<sup>1</sup> This is a new measure for FY18, so data is not available for FY17. The target is set to 10 days, following staffing adjustments in FY18 and FY19.

**Policy, Legislation, and Intergovernmental Affairs:** This program will continue to work with the Mayor, others in the Mayor's Office, Cabinet members, and department heads to establish and implement legislative and policy priorities. The Mayor's Office will also continue to partner with City Council to better coordinate the legislative process, ensuring that critical issues are given the necessary support to pass effective legislation and implement best practices. The Office will work to ensure that the City maintains productive working relationships with representatives at the local, state, and federal levels to advance the priorities of the Administration and represent the interests of the people of Philadelphia.

Through the work of the policy team, GovLabPHL will continue to develop innovative, data-driven and evidence-based practices to address common municipal challenges. Additional pilot projects will be rolled out using behavioral economics, service design, and trauma-informed care. In implementing these projects, GovLabPHL will continue to encourage collaboration across departments and academia. GovLabPHL will also work to further disseminate its findings through the creation and publication of toolkits, available within the City and to the public, increased utilization of social media platforms, and the publication of quarterly blogs.

### FY19 Strategic Goals

- Achieve passage of bills and resolutions that advance the joint priorities of the Administration and City Council.
- Maintain positive relationships with state and federal partners and work with lobbyists, key stakeholders, and elected officials to protect and advance the interest of Philadelphians at the state and federal level.
- Roll out five additional behavioral science projects through GovLabPHL in collaboration with several city agencies and academic partners.

### FY19 Performance Measures

Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of external partnerships <sup>1</sup>	N/A	18	25	25
Administration-wide policy meetings <sup>2</sup>	2	1	4	6

<sup>1</sup> This is a new measure for FY18, so data is not available for FY17. External partnerships are defined as partnerships with academic institutions, quasi-city agencies, or non-profit organizations that are engaged with the city to design and implement research in partnership with the City of Philadelphia.

<sup>2</sup> These are bi-monthly meetings to provide professional development and trainings, and to encourage cross-departmental collaboration.

**Communication and Digital:** The Office will continue to improve the knowledge and expertise of departmental staff by providing trainings, professional development opportunities, and direct feedback. Additionally, the Office will work to improve cross-department coordination and collaboration through regular citywide communications meetings. The Office will continue to evaluate departmental communications needs to ensure that departments are appropriately resourced and will regularly review communications contracts to ensure that the City is spending its contracted dollars efficiently and effectively. Finally, the Office will continue to standardize and improve the quality of digital content and

will ensure that departments are taking full advantage of all avenues for communicating directly with a wider audience of Philadelphians.

<b>FY19 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>• Strengthen communications and digital training, resources and coordination for all City department communications and digital staff.</li> <li>• Reduce reliance on media relations contracting by identifying new opportunities to improve in-house support.</li> <li>• Improve citywide digital content on social media channels and in email programs through centralized support, creation and use of standardized materials and resources.</li> </ul>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percent of press inquiries responded to within two-week timeframe	94.3%	95.1%	80.0%	95.0%
Average response time to constituent inquiries (days)	7.0	9.6	14.0	10.0
Compliance with digital reporting metrics <sup>1</sup>	67%	73%	80%	80%

<sup>1</sup>Compliance is defined as reporting metrics to the digital director by various department social media leads each month. Without this information, the program cannot track other measures (such as overall reach of digital content).

**Public Engagement:** The Office will manage a data-informed, coordinated, quality engagement strategy for all Office of Public Engagement offices and commissions to ensure that public engagement reaches all communities. This will include the implementation of a database to help better track community outreach. Additionally, the Office will focus on building up the public programming of each commission and will improve the reporting structure between city leadership and the commissions. A resource directory specific to each commission's constituency's needs will be developed and updated on a regular basis. The Office will also promote increased collaboration between commissions on various policy and community issues and will enhance opportunities for commissioners to highlight thought leaders on community and policy issues. The Office will also focus on incorporating the Office of Civic Engagement and Volunteer Services (OCEVS) from the Managing Director's Office in FY19, and will work with this team to continue to focus on projects that increase residents' understanding of government and services, strengthen communities, and increase community engagement and volunteerism with the goal of making Philadelphia a world leader in civic engagement.



*Mayor Kenney greets an employee during his Small Business Saturday tour of the 52nd Street Corridor in November.*

## FY19 Strategic Goals

- Increase the number of people engaged in meaningful civic engagement activities and programs, commission's public meetings, including large-scale summits, community conversations, and other informational meetings.
- Develop meaningful opportunities for interaction between and among City departments, agencies, and offices with public commission members and create formalized process to regularly gather commission feedback for City leadership.
- Publish annual reports for commissions and produce quarterly updates to directories for the communities represented by the commissions.
- Map engagement efforts across City departments and provide internal support to maximize impact and reduce duplication.
- Provide training to City departments and community members to encourage collaboration and use of engagement tools and best practices.

## FY19 Performance Measures

Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of annual reports published <sup>1</sup>	N/A	1	3	3
Number of public commission meetings and community conversations per year <sup>1</sup>	N/A	21	30	30
Number of participants in commission meetings, events, and community conversations <sup>2</sup>		N/A		2,000
Service hours <sup>3</sup>	N/A	70,131	147,230	147,230
Civic engagement hours <sup>4</sup>	N/A	3,461	5,954	5,954

<sup>1</sup> This is a new measure for FY18, so data is not available for FY17.

<sup>2</sup> Thanks to a new software program, the program can track unique participants at various events.

<sup>3</sup> This is a new measure for FY18, so data is not available for FY17. Service hours are when people are doing direct service work in their community. This includes participating in an OST program or a community clean-up, or painting in a recreation center or school. OCEVS' largest program runs during the school year, so there is a lot of down time in the first quarter. OCEVS had its largest volume of service days in April, May and June of last year, so it expects to meet the target for FY18. Service hours tend to spike in the spring months.

<sup>4</sup> This is a new measure for FY18, so data is not available for FY17. Civic engagement hours are when people participate in a community meeting, register people to vote, attend education sessions offered by OCEVS, or attend planning meetings. Two new organizers were recently hired and so far, the office has already logged 1,094 civic engagement hours for January. Based on this new rate, the Office is projecting increased civic engagement for FY18 compared to prior years. These programs run in schools, primarily, so figures are low for the first quarter but are expected to rebound to meet the target during the remainder of the fiscal year.

**Diversity and Inclusion:** The Office will continue to offer training, guidance, and assistance to departments in hiring and retaining diverse, qualified employees. The Office will also improve the City's process for the regular monitoring and review of workforce makeup to ensure that the City continues to make meaningful strides towards achieving the Mayor's goal of a workforce that looks like Philadelphia.

Through the work of the ADA Coordinator and the enhanced support provided to the Office for People with Disabilities, the City will improve access to and the quality of city services and programs for people with disabilities. The Office of LGBT Affairs will also continue its outward-facing programs to ensure that policy is informed, first and foremost, by community concerns. The Office will also focus on launching an LGBTQ liaisons program, which will involve identifying and training staff within departments to help ensure that department policies and practices are welcoming for LGBTQ residents with whom they interact. Finally, the office will work with key policymakers and departments to incorporate diversity, inclusion, and equity into policymaking and into all City operations and services through the ongoing work of the Racial Equity Here Grant.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Set citywide goals for improving diversity of the city's exempt workforce and monitor progress with monthly reports, a year-end report, and individual meetings with department leadership and cabinet members.</li> <li>Launch comprehensive accessibility study of citywide services and program and improve opportunities for meaningful engagement with Mayor's Commission on People with Disabilities.</li> <li>Improve ability of city departments, agencies, and offices to address LGBTQ issues from a place of competence, respect, and sensitivity by establishing LGBTQ liaisons program.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Meetings convened by the Mayor's Commission on People with Disabilities	6	4	6	6
Meetings convened by the Commission on LGBT Affairs <sup>1</sup>	N/A	6	12	12
Department diversity and inclusion trainings held <sup>1</sup>	N/A	14	28	28
Department workforce review meetings <sup>1</sup>	N/A	45	100	100
Number of annual reports released	1	1	1	1

<sup>1</sup> This is a new measure for FY18, so data is not available for FY17.

**Integrity Office:** The Integrity Office will focus on increasing awareness within the City's workforce and among the public of the City's policies, procedures, protocols, and Executive Orders related to integrity, transparency and accountability. The newly-expanded Integrity Officer program allows an opportunity to more deeply and firmly entrench a strong culture of ethics and integrity in every department, and ensure that employees have the information they need about all ethics rules. Additionally, the biannual employee ethics survey will inform the Office's approach to improving understanding of policies. The Office will continue to focus on monitoring, reviewing, investigating, and, if necessary, creating or recommending policies and procedures to ensure activities within the Executive Branch comply with the law and are conducted in an open and transparent manner. Finally, the Office will continue to serve as an advisor to the Mayor, employees within the Executive Branch, members of boards and commissions and vendors about applicable laws, policies, regulations, and Executive Orders related to integrity, transparency and accountability within government. The Office will ensure compliance from administration officials in completing trainings and financial disclosure requirements.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Ensure 100% compliance of departmental and cabinet leadership with annual ethics training and financial disclosure requirements.</li> <li>Conduct Biannual City of Philadelphia Employee Ethics Survey, evaluate and present findings, and suggest improvements to policies and processes.</li> <li>Enhance communications to departments about ethics through Integrity Officer program and develop an ethics pledge for incoming Executive Branch employees.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Response time to gift-related questions (days) <sup>1</sup>	N/A	2	1	1
Number of employees who participate in Integrity Week <sup>2</sup>	N/A	281	225	275
Number of employees who complete financial disclosures on time <sup>3</sup>	N/A		90%	95%
Number of employees participating in ethics survey <sup>4</sup>	N/A			950

<sup>1</sup> This is a new measure for FY18, so data is not available for FY17.

<sup>2</sup> This is a new measure for FY18, so data is not available for FY17. Integrity Week took place in November 2017.

<sup>3</sup> This is a new measure for FY18, so data is not available for FY17. This is also an annual measure, so FY18 data will be available at year-end.

<sup>4</sup> The ethics survey is taken bi-annually. The last survey was taken in FY17 Q2, and the next survey will be taken in FY19 Q2, so this measure is shown as N/A for FY18.

# MURAL ARTS

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## MISSION

Mural Arts creates art with others to transform places, individuals, communities, and institutions. The process empowers artists to be change agents, to stimulate dialogue about critical issues, and to build bridges of connection and understanding. Artists from within Philadelphia and around the world create public art alongside members of the community. With each new artwork, Mural Arts aims to empower individuals, neighborhoods, and groups; start conversations that bring people together; and revitalize or enhance the built environment. Program focus areas include youth education, restorative justice, mental and behavioral health and wellness; public art and its preservation; and mural tours. Popular mural tours offer a firsthand glimpse into the stories behind Mural Arts' iconic collection, which has earned Philadelphia international recognition as the City of Murals.

Mural Arts accomplishes this work through the following programs:

- **Public Art and Civic Engagement (PACE):**

This program includes multiple departments at Mural Arts that produce or restore more than 100 public art projects each year. Projects target stakeholders of every City demographic and respond to needs and opportunities articulated by civic leaders or identified in neighborhood plans; project applications from community leaders; and topics relevant to youth and vulnerable adults enrolled in Art Education, Restorative Justice, and Behavioral Health (Porch Light) workshops. On average, participants are: 51% women, 48% men, and 1% gender unreported; 45% Black, 13% Hispanic/Latinx, 31% White, 7%

Asian/Pacific Islander, 2% multi-racial, 1% Native Hawaiian or Other Pacific Islander and 1% American Indian/Alaskan Native.

- **Operations and Advancement:** This program includes public and private tours and a range of critical functions that support Mural Arts' ability to plan and deliver on projects and programs, operate in a responsible and fiscally healthy manner, and advance the organization as a whole.



*All Power to All People by Hank Willis Thomas, as part of Monument Lab. Photo by Steve Weinik.*

## ACCOMPLISHMENTS

**Public Arts and Civic Engagement (PACE):** In the first half of FY18, Mural Arts completed 13 mid-to-large-scale restorations and 65 public art projects. This includes 20 temporary artworks presented by Monument Lab, a two-month-long citywide exhibition and public engagement project that posed the question: *What is an appropriate monument for the current city of Philadelphia?* More than 4,000 publicly-sourced proposals for monuments were received, and over 100,000 people engaged with the project by attending events or visiting labs and artworks dispersed in public spaces throughout the city. Each proposal was transcribed and added to a dataset of public speculation that will be presented in a final report to the city. This project marked Mural Arts' biggest undertaking as an organization, but also provided the opportunity to have important discussions about who is honored in public spaces and why. As Mayor Kenney noted, "Monument Lab seeks to move us beyond the question of whether or not someone was 'good enough' for a monument to whether or not a monument is right for the current city of Philadelphia."

Also in the first half of the fiscal year, approximately 1,500 youth and adults attended recurring workshops offered by Mural Arts' Art Education, Restorative Justice and Porch Light programs, and thousands more attended paint days, community meetings, and public events relating to public art projects. Themes for workshops and projects included: youth advocacy, community healing in response to trauma, and representation of individuals impacted by the criminal justice system in policymaking.

In response to data that the inability to find employment is a major cause of recidivism, the Guild program hires young adults referred by the Youth Violence Reduction Partnership (YVRP) or Prisons as part-time employees for four to six months. During that time, Guild members participate in skill-building workshops and certifications, apprenticeships on community improvement projects, and work/life readiness training. Additional pre- and post-graduation services provided include job and school placement, health referrals, and peer mentorship.

**Operations and Advancement:** In the first half of FY18, Mural Arts' Tours program engaged more than 6,800 patrons, press impressions reached 184 million, and social media followers reached nearly 106,000. In FY17, Mural Arts leveraged its private funding at the rate of \$2.00 per public dollar.

This past year also marked the official launch of Mural Arts Institute, an entity dedicated to knowledge-sharing, field-building, and expanding innovation within socially engaged outcomes. Mural Arts secured two major national investments to lead a multi-city initiative helping organizations use public art to engage people in environmental outcomes, such as environmental justice, greening, waste management, water quality, storm water management, global warming, and land reclamation. In the more immediate term, Mural Arts will be informing, engaging, and building leadership and capacity within communities around environmental issues and opportunities. External investment enables Mural Arts to build its client base upfront, rather than building capacity incrementally as consulting revenue becomes available. This will enable Mural Arts to better serve its clients and offer services at a reasonable rate without running deficits.

## PLANS FOR FISCAL YEARS 2019-2023

**Public Arts and Civic Engagement (PACE):** Throughout the past three decades, Mural Arts has built and shared a respected model for community and civic engagement and allied with City agencies and area institutions to bring solutions to complex social challenges faced by Philadelphia's residents. Over the next two years, Mural Arts will build upon this momentum with a group of projects that expand the boundaries of placemaking, social practice, and public art, including but not limited to:

**Neighborhood Storefronts:** In the welcoming and organic spaces of Neighborhood Storefronts and Community Hubs, Mural Arts aims to provide common access points for extraordinarily diverse communities to meet, build trust and understanding, and become active and influential in the face of a rapidly changing city. The Porch Light Program operates three of these hubs: Southeast by Southeast, which targets the Southeast Asian refugee community; Northeast Hub, which targets the Syrian and Iraqi



Spring © 2000 City of Philadelphia Mural Arts Program / David Guinn.  
Restored 2017 by David Guinn. Photo by Steve Weinik.



Guild members, Mural Arts staff, and local police at a paint day for the B Street Bridge.

and broadcast the ongoing remediation efforts taking place in the river. This temporary installation will provide infrastructure for activities centered around environmental stewardship. Just steps away from Bartram's Mile, it will become a prominent fixture for ecology outreach in Philadelphia when it opens to the public in 2019.

**Art for Justice Project:** In November 2017, Mural Arts' Restorative Justice program received one of the inaugural grants from the Ford Foundation's Art for Justice Fund. This funding will allow Mural Arts to launch a major public art project in collaboration with the City's MacArthur Foundation-supported Safety and Justice Challenge initiative; expand the Guild program to include a cohort composed of people diverted from the county jail system; initiate a fellowship program that provides opportunities and resources for up to five formerly incarcerated artists; and collaborate with the University of Pennsylvania's School of Social Policy and Practice on an evaluation of the Guild program model.

#### FY19 Strategic Goals

- Sustain and grow Neighborhood Storefronts and Community Hubs.
- Continue high-impact collaborations along the Schuylkill River.
- Deliver a large-scale project with the MacArthur Safety and Justice Challenge.

#### FY19 Performance Measures

Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of public art projects dedicated <sup>1</sup>	47	65	70	60
Number of mid- or large-scale restorations completed	11	13	20	20
Number of people engaged in a program or project <sup>2</sup>	25,000	N/A	25,000	25,000
Percent of open enrollment students who graduate from high school / attend college <sup>3</sup>	100% / 84%	N/A	100% / 85%	100% / 85%
Percent of re-entry participants taken back into custody after a year <sup>4</sup>	15.7%	N/A	10.0%	10.0%
Percent of re-entry participants employed six months after program completion <sup>4</sup>	85.0%	N/A	73.0%	75.0%

<sup>1</sup> Mural Arts produces a major festival-style project every other FY (even years), which typically means a bump in projects dedicated for that year.

<sup>2</sup> This is an annual measure, so YTD information is not available. This is partly an approximate figure. Mural Arts can track with certainty the number of individuals directly engaged in program areas because they enroll in those programs. Tracking how many people attend paint days and public events is less exact science, as Mural Arts relies on visual head counts that are populated into an events master list spreadsheet managed by the communications department. Project managers track how many people attend community meetings and events not directly managed by the communications department. Mural Arts then compiles all of this information into a master data tracker for each fiscal year and rounds to the nearest 500.

<sup>3</sup> This is an annual measure, so YTD information is not available.

<sup>4</sup> This is an annual measure, so YTD information is not available. The Guild program seeks to meet or exceed an employment rate on par with similar, high-quality reentry programs. Mural Arts plans to raise the target for this performance measure if the program continues to see an employment rate that exceeds the FY19 target.

communities resettled in vast Northeast Philadelphia; and the Kensington Storefront, which seeks to address trauma on multiple levels in Kensington. Neighborhood Time Exchange in West Philadelphia provides artists with six-month residencies including space, tools, and a stipend. In exchange for time and resources to advance their work, artists will be asked to invest equal time responding to community services requests.

**FloatLab:** Designed by renowned architect J. Meejin Yoon, FloatLab is a floating structure that integrates light, science, and programming to create a unique platform for connecting to and learning about the Schuylkill River. It will measure, interpret,

**Operations and Advancement:** In FY19, Mural Arts plans to operationalize key recommendations from its internal Diversity, Equity, & Inclusion (DEI) Committee. The DEI Committee is made up of nine staff members and is supported by working groups populated by 15 additional staff members. The goal of the Committee is to foster an organizational culture that values and supports people of diverse experiences and attributes, including but not limited to age, race, gender, ethnicity, religion, sexual orientation, gender expression, sexual identity, ability, language, citizenship status, family circumstances, and cultural background. Recommendations from the Committee span the following categories: policies and protocols, building staff capacity, recruitment, onboarding and retention, and evaluation and accountability. Mural Arts' DEI initiative aims to identify inequities within policies, systems, programs, and organizational culture; propose methods of addressing needs and accountability; support substantive learning and dialogue; monitor and evaluate outcomes; and plan for sustainability.

This year, the Mural Arts Institute will launch collaborations in Akron, Detroit, and Memphis. The Institute seeks to formalize how Mural Arts shares its approach to creative placemaking: identifying and collaborating with community leaders, bridging divides and expanding opportunities for dialogue, investing in local artists and cultural assets, hiring those most in need of skills and work experience, and ensuring that the voices of those most impacted by pressing social issues reach voters and policy-makers.

Finally, Mural Arts plans to update its Strategic Plan with a focus on human capital and DEI over the next year. Mural Arts is in the final stages of securing funding for this undertaking.

FY19 Strategic Goals				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of tour participants <sup>1</sup>	12,450	6,859	13,000	13,000
Private funding leveraged (per public dollar) <sup>2</sup>	\$2.00	N/A	\$1.50	\$1.50
Press impressions <sup>3</sup>	N/A	184,295,032	300,000,000	300,000,000
Social media followers <sup>4</sup>	100,000	105,938	140,000	160,000
Successful annual audit <sup>5</sup>	Yes	N/A	Yes	Yes

<sup>1</sup> Tour participation varies by season. Mural Arts has increased participation from the spring through the early fall.

<sup>2</sup> FY17 was an anomaly year, due to receipt of some multi-year, multi-hundred-thousand-dollar grants.

<sup>3</sup> Press impressions are calculated based on the circulation of media outlets multiplied by the number of stories relating to Mural Arts. FY17 Year-End press impression figures did not include all electronic impressions and no television impressions, so they have been omitted. Press impressions in the second half of FY18 are expected to be lower than the first half due to the end of Monument Lab, which had been a large-scale fall project.

<sup>4</sup> This is a cumulative measure. In quarters after the first quarter, only new followers will be reported.

<sup>5</sup> This is an annual measure. Mural Arts' audit takes place during the winter following the June 30 fiscal year-end.

# PARKS AND RECREATION

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## MISSION

The people of Philadelphia own a treasure of facilities and resources that they have entrusted to Philadelphia Parks and Recreation (PPR) to manage democratically, equitably, and sustainably. PPR activates and stewards those treasures with programs and services that contribute to the wellness and prosperity of all. PPR accomplishes this work through the following programs:

- **Recreational Services:** This program provides a broad range of high-quality programming from professionally-trained staff to residents at low or no cost. Staff plans, organizes, and implements these programs for residents in a safe environment.
- **Infrastructure and Property Management:** This program ensures access to safe, clean, and ready-to-use facilities through planning, development, and management of construction projects for new and existing assets while caring for and maintaining PPR's natural lands and facilities to high standards.
- **Communication and Engagement:** This program leverages PPR's assets to partner with and connect individuals, civic and nonprofit groups, and businesses to departmental staff and resources. The program promotes awareness of PPR's programs and services, expands the capacity of volunteer stewards, and provides unique, enjoyable experiences for users.
- **Executive, Administration and Performance Management:** This program provides leadership for the Department, accurately measures its impact and costs, and ensures that PPR is part of an efficient and effective government.

## ACCOMPLISHMENTS



*A camper poses on the dock of Lake Nichecronk at Camp Speers YMCA during week one of Camp Philly, a new program that provided an opportunity for Philadelphia children to attend a one-week overnight camp in the Pocono Mountains.*

with the Philadelphia Freedom Valley YMCA, provided 153 youth a unique opportunity to experience the independence of overnight camping in the Pocono Mountains. PPR also provided 1.7 million meals to children through its summer meals program.

**Workforce Development:** In June of 2017, as part of the City as Model Employer initiative, PPR launched its Community Apprenticeship Program (CAP), a 24-month employment opportunity offering exposure to careers within the parks and recreation industry. The targeted population for CAP includes opportunity

**Recreational Services: Summer Programming:** During the FY18 summer season, young Philadelphians experienced an array of meaningful summer camp experiences through PPR programming and recreational services. In summer 2017, 8,297 youth attended PPR camps, including 130 neighborhood day camps and dozens of specialty camps serving interests like the performing arts, environmental education, and athletics. PPR also oversaw 741,964 visits to its 75 pools during the summer. Over 2,000 pounds of food were grown by more than 1,000 children who participated in the Junior Farmers summer program. PPR employed 1,026 youth in the summer, along with 759 lifeguards and pool maintenance attendants. Camp Philly, a new partnership

youth<sup>39</sup>, low-skilled and under-skilled workers, and returning citizens. The program focused on two tracks: community engagement, and park environmental services. The CAP pilot serves 31 apprentices through on-the-job training, professional development, and workplace mentorship. Upon completion of the program, participants have developed the skills needed to attain positions in the industry or elsewhere.

**Out-of-School Time (OST) Initiative:** During the school year, PPR's After-School Program continued to work in partnership with Philadelphia's OST Initiative to grow registration in OST programming, particularly in the city's geographic areas of greatest need. The City's new OST data system, which is a common data platform to track data and outcomes that is being rolled out to recreation leaders during the remainder of FY18, is expected to be faster and easier for field staff to use and is expected to improve the registration process for after-school and summer camp programs. When the system is fully implemented, PPR anticipates being able to use its barcode scanning capabilities for attendance-tracking, check-in, and check-out for after-school program participants, enabling PPR employees to spend less time on data entry and paperwork and more time focusing on participants and programming. PPR also expects to open its own separate online registration to external users, such as parents and guardians, in FY19.

**Adult and Family Services:** PPR also continued to serve Philadelphia's adult population and families in FY18 through KEYSPOT computer labs, which are community-based centers that allow residents to access computers and the internet. PPR also launched several recreation programs to introduce new populations to its public spaces and to encourage healthy lifestyles. These programs include the *Walk with Ease* and *We Walk PHL* walking programs for adults; *Nature PHL*, a collaboration with the Children's Hospital of Philadelphia, the Schuylkill Center, and the U.S. Forest Service to offer outdoor activity prescriptions for Philadelphia families; and a farm at PPR's Carousel House that is used as an educational tool for people with disabilities as well as a source of locally-grown food for patrons served by Broad Street Ministry.

#### **Infrastructure and Property Management:**

**Capital Projects:** In February 2017, the Department of Public Property's (DPP) Parks and Recreation capital team, including landscape architects, architects, engineers, and construction inspectors, moved out of DPP to PPR. This move has helped facilitate better coordination with PPR's skilled trades and operations staff on capital projects, resulting in scheduling efficiencies.

PPR's skilled trades team, which is largely responsible for completing departmental work orders, completed over 8,000 work orders during the first half of FY18. PPR's special capital projects team, which falls within the skilled trades team, completed 35 projects during that same period. These projects include roof repairs, bathroom repairs, heating and cooling system repairs and upgrades, painting, park lighting, sewer lines, and the replacement of large Heating, Ventilation, and Air Conditioning (HVAC) systems.

The PPR capital team also assisted in providing technical support to Rebuild to ensure that Rebuild projects will comply with PPR's construction and maintenance standards. PPR also worked closely with the Managing Director's Office (MDO) and City Council members to develop the initial list of sites for Rebuild informed by neighborhood demographics and the physical conditions of sites.

**Sustainability and Urban Forestry:** PPR continues to support sustainability in Philadelphia. Sustainability initiatives in FY18 include urban agriculture projects on PPR land; urban forest and tree canopy



Two young boys play a game of knock-out at the newly renovated Lloyd Hall basketball courts on Sept. 29, 2017.

<sup>39</sup> Opportunity youth are individuals between the ages of 16 and 24 who are neither in school nor working.

maintenance, including sustaining both tree health and the number of trees; and the expansion of green infrastructure and storm runoff management in partnership with the Philadelphia Water Department (PWD). During the summer camp season, PPR also donated over 5,300 pounds of food and drink to organizations feeding those in need. Maintenance staff from all eight PPR districts also received over 4,000 hours of sustainable land care training.

PPR also made substantial strides as a leader for the City's new Zero Waste and Litter initiative. PPR expanded its recycling program into three new PPR districts, which include 60 recreation facilities. The Department expects to roll this out to the remaining districts in FY19. This enabled PPR to divert more than 15 tons of waste, saving over 61,600 kilowatt hours of energy, 900 pounds of air pollutants from being released, 105,000 gallons of water, and almost 50 cubic yards of landfill space. Additionally, PPR led the charge in making Philadelphia the "Home of Zero Waste Events" as described in the City's Zero Waste and Litter Plan. In collaboration with the City's Recycling Rewards program, PPR helped to ensure up to a 90% waste diversion rate at three Zero-Waste events.

PPR also implemented the Cityworks urban forestry asset management system, which is used to input data on street tree planting, pruning, and removal. An inventory, including data on location, size, and species of all of Philadelphia's street trees, was completed in FY18. PPR also engaged eight new recreation centers and neighborhood Park Friends groups in planting new gardens, adding to the growing network of native perennial gardens and gardeners educated by PPR.

In FY18, PPR continued to implement its Urban Forestry and Ecosystem Management (UFEM) Plan, which outlines PPR's Ecosystem Management Group's (EMG) work for the next five years and reinforces PPR's mission to protect and improve the city's natural spaces. EMG coordinated the planting of 1,900 trees and shrubs in park forests, began to restore 29 acres of degraded forests, initiated design services to address stormwater-related problems at eight different park sites, and partnered with PWD to implement erosion repairs at three sites in Cobbs Creek Park in FY18.

EMG also developed an Urban Wood Utilization initiative, which provides excess wood to entities that support workforce development opportunities. The program is an effort by PPR to utilize logs from city trees that have either fallen or needed to be removed. These logs can be a valuable resource, as they can be milled into lumber for job training initiatives through PowerCorps PHL, nonprofits, and the Philadelphia Department of Prisons.

**Communication and Engagement:** In FY18, PPR hired a Civic Engagement Manager who works with Recreation Advisory Councils, recreation leaders, and other community partners to support recreation centers' operations and outreach. In addition, the program's Stewardship unit registered 10 new Park Friends groups in FY18, bringing the total of such groups up to 115. In collaboration with PPR, these groups hosted over 700 events, including concerts, health fairs, holiday celebrations, movie nights, and fitness classes, in parks. The unit also coordinated 173 service events associated with the LOVE Your Park program in 2017 and engaged 4,500 volunteers.

PPR also opened a brand new, first-of-its-kind-in-the-region Aerial Adventure Park in West Fairmount Park, offering individuals of all ages the opportunity to experience the tree canopy through obstacle courses and zip lines. More than 500 free vouchers were distributed among summer camp attendees in FY18, and revenue from the new facility will be reinvested in park and trail restoration in West Fairmount Park.

The City's holiday Christmas Village returned to the new LOVE Park in November, cementing Philadelphia as a destination for holiday activities. FY18 also saw the relaunch of the Lunch in LOVE program, bringing in unique, diverse cuisine for park patrons; the return of Parks on Tap for the second year, resulting in increased attendance and revenue; and the expansion of The Oval in its fifth summer season, bringing a record number of 77,000 attendees.

PPR continued to broaden its reach and create awareness of its programs through traditional and digital communications. During FY17, PPR's Communications unit produced 56 press events, including

groundbreakings, ribbon-cuttings, special events, and dedications. During the first seven months of FY18, PPR has produced 34 press events. Based on the numbers from FY17 during the same period, PPR is on track to produce more press conferences during FY18. Press events that draw public attention to the work PPR will improve user experiences at department facilities, increase the visibility of City investments in neighborhoods, and attract further engagement from residents, businesses, and non-profit organizations.

**Executive, Administration and Performance Management:** In FY18, PPR implemented the City as Model Employer initiative, working with 31 diverse seasonal staffers to provide training and educational/literacy supports to prepare individuals for permanent positions in PPR's community engagement and park environmental services programming and with private sector employers.

In February 2017, PPR initiated a planning process that produced a new strategic plan, *Our Path to 2020*, which was released in February 2018. Built on a foundation of inclusive organizational engagement, purposeful research, expansive information-gathering, and thoughtful development of goals, objectives, strategies, and action steps, *Our Path to 2020* is a comprehensive and tactical plan with clear pathways to implementation and outcomes. The plan and its development process not only strengthen PPR's ability to operate as a single and aligned entity, but position it to serve more effectively and engage communities across the entire city continuously while supporting efficient and high-quality stewardship of its built and natural assets.

## PLANS FOR FISCAL YEARS 2019-2023

PPR's new strategic plan, *Our Path to 2020*, was released in February. As the plan is implemented and details are fleshed out in greater detail, some of the following plans may be subject to change.



Sierra Leone plays Ivory Coast in the Philadelphia International Unity Cup knockout round at the Temple Sports Complex on Oct. 21, 2017.

**Recreational Services:** In FY19, PPR will continue its efforts to set new standards for programming and ensure that those standards are met. PPR will also continue to match its programs to local interests and needs by exploring and experimenting with leading-edge ideas developed in partnership with communities and in accordance with industry best practices. Before PPR's Community Apprenticeship Program (CAP) pilot is completed in June 2019, participants will be assigned mentors in one of the two CAP tracks: community engagement, and park environmental services. PPR will continue providing training and development designed to build workplace skills and on-the-job-training for participants during this period.

Over the next five years, PPR will create individual plans for core program areas, such as programming for people with disabilities, Out-of-School Time (OST), sports and athletics, aquatics, and outdoor recreation. PPR will also continue to work with the MDO to align the design, standards, and measures of its after-school programs with the citywide OST Initiative.

Following the release of *Our Path to 2020*, PPR will also look to improve its processes for connecting staff with one another and with partners for skill-sharing and program delivery, and PPR will initiate a new program to encourage staff to research and implement innovative programming ideas. In addition, after researching, inventorying, and mapping Philadelphia's parks and recreation system relative to demographics and equitable distribution, PPR will aim to create and test a new staffing structure, shifting

from a facility-based model to a neighborhood-based one. This shift would mean that PPR aims to staff city neighborhoods, rather than facilities.

The FY19-23 Five Year Plan proposes an increase for PPR's approximately 1,140 temporary/seasonal workers to get them to a living wage. This increase would allow the department to compete for a larger pool of qualified candidates and ensure that City employees earn a living wage. The cost of this investment is approximately \$1 million annually over the life of the Plan.

<b>FY19 Strategic Goals</b>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of programs <sup>1</sup>	3,286	2,173	3,450	3,500
Number of unique individuals who attended programs <sup>2</sup>	229,440	143,991	240,000	240,000
Total visits <sup>3</sup>	9,653,692	5,541,510	10,000,000	10,000,000
Program participation rate <sup>4</sup>	85.3%	86.4%	86.5%	87.5%
Percent change in pool visits <sup>5</sup>	11.6%	-16.6%	2.3%	14.0%

<sup>1</sup> Programs run, on average, 19 weeks. This figure does not include special events. This measure includes community-led programs at Parks and Recreation facilities.

<sup>2</sup> Programs run, on average, 19 weeks. This figure does not include participants from special events. This measure includes participants from community-led programs at Parks and Recreation facilities.

<sup>3</sup> Visits is an estimated measure based on the number of visitors and dates that a program runs, including some duplicate visits by the same individuals.

<sup>4</sup> Program participation rate is the Total Unique Program Participants / Total Unique Registered Participants. Unique Program and Registered Participants are taken from the maximum count from each program each fiscal year.

<sup>5</sup> This data is reported for Q1 only. Performance was below target this year due to weather issues.

**Infrastructure and Property Management:** Over the next five years, in alignment with Rebuild, PPR will work to ensure that it has the necessary organizational and professional infrastructure in place to build and maintain its diverse system of assets. PPR will also continue to collaborate with other City entities to achieve the City's mutual sustainability and utility goals.

PPR also plans to explore opportunities to complete high-quality capital improvements faster and more efficiently, and to build a more inclusive internal model for capital project development. PPR will also improve its work order process by benchmarking against other cities and surveying staff to identify communications gaps and methods for improvement. PPR will also evaluate how equipment, tools, and supplies are managed and distributed to staff.

In order to improve care for Philadelphia's green spaces, PPR will create a standard operations manual for maintenance staff that is focused on the seasonal care of external grounds and landscaping. PPR will also review the City's existing sustainability and greening plans related to natural lands and prioritize recommendations. In an effort to make PPR's sustainability and climate change efforts financially viable, PPR will work to identify funding streams for areas of work including sustainability, urban agriculture, tree plantings and care, and natural lands, and will work to pursue additional capital and programmatic alliances with the Office of Sustainability and Philadelphia Water Department.

Over the next five years, PPR will bolster the department's role in green job training and better match current and future PPR staff in the natural lands professions to the appropriate job titles and trainings for their expertise and interests. Lastly, the Department will develop new methods for coordinating its environmental education and stewardship efforts in order to enhance PPR's capacity to manage natural lands, gardens, orchards, nurseries, and forests effectively.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Continue to develop a transparent, effective, and timely capital projects process.</li> <li>Continue to equip PPR staff to care for PPR's assets.</li> <li>Enhance PPR's capacity to effectively manage natural lands, gardens, orchards, nurseries, and forests.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Acres mowed <sup>1</sup>	41,672	24,182	41,750	41,750
New trees planted <sup>2</sup>	4,868	2,901	5,300	4,500
Percent of 311 requests closed that meet standard <sup>3</sup>	34.7%	57.8%	55.0%	58.0%
Percent of Performo requests closed that meet standard	60.6%	64.0%	64.1%	64.9%

<sup>1</sup> Mowing does not occur in Q3.

<sup>2</sup> There are no scheduled tree plantings in Q1 or Q3. Due to the timing of capital funding, the FY19 target is more conservative.

<sup>3</sup> This measure currently only includes 311 requests not tracked in other systems.

**Communication and Engagement:** In FY19, this program will improve PPR's collaboration with constituents through a two-way exchange of knowledge and information to serve as a model for the City's broader civic engagement efforts. PPR will focus on great customer service and active engagement of new park users and partners. Specifically, PPR will launch a redesigned external website, which will be easy for field staff to update in order to promote their programs. PPR will also publish an updated "Pathport," an informative document for partners and other constituents looking for a comprehensive introduction to PPR. As a larger effort to strengthen the department's partnerships, PPR will develop strategies for enhanced collaboration with its various partner types, including place-based partners, fiscal sponsors, municipal partners, and volunteers.

Over the life of the Plan, PPR will redefine the role of its park rangers to include responsibilities of stewardship and public education. Currently, park rangers enforce park rules and regulations; the goal of this change will be to allow the role to evolve into more of an ambassador position for the city's parks. PPR will also launch an engagement campaign to identify how PPR's assets are used and to better assess the public's opinion of them. With the implementation of a new software system in 2018, PPR also hopes to modernize its event permitting process and improve the experience of hosting an event on PPR land.

Finally, as part of capital projects and in partnership with community groups and leaders who fundraise for their replacement, PPR will continue removing outdated and damaged signage and installing signs with the department's new standards. These new signs are graffiti-resistant; include more welcoming, inclusive language; and are more affordable to replace than previous iterations.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Build an organizational culture that is committed to great customer service.</li> <li>Increase awareness of PPR's programs and services.</li> <li>Create meaningful relationships with external organizations and individuals, serving as a model for the City's civic engagement efforts.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percent increase in concessions revenue	34.0%	3.3%	12.2%	4.1%
Social media impressions <sup>1</sup>	2,170,377	2,473,970	4,650,000	4,800,000
Percent increase in volunteer participation	14.0%	18.0%	9.0%	6.0%

<sup>1</sup> Includes impressions for @PhilaParksandRec on Facebook, Twitter, and Instagram.

**Executive, Administration and Performance Management:** In FY19, PPR will find new ways to develop and sustain the potential and capacity of its employees. PPR will also continue to support efforts to innovate and deliver unparalleled customer service on an ongoing basis by connecting staff with one another and with resources for professional development, including strengthened and expanded in-house training programs, and beginning with department-specific orientation and training. PPR will identify ways to move

more seasonal employees into permanent positions, reviewing and revising job specifications as needed to make this transition.

PPR will implement key recommendations from the newly revamped Safety Committee, and will conduct a broad review of its human resources functions, policies, and processes. PPR will also create a Relevancy, Inclusion, Diversity, and Equity (RIDE) framework that is tailored to the City of Philadelphia, and more specifically to PPR. This idea is adapted from the National Recreation and Park Association, and Philadelphia is working with a consultant to develop its own tailored iteration of this framework. Over the next five years, PPR plans to establish and communicate a functional definition and standards of relevance, inclusion, diversity, and equity that will permeate the Department's policies, procedures, practices, personnel transactions, programs, and public engagement. This will help PPR determine the extent to which the Department is deliberate in creating systematic inclusion of diverse and contrasting perspectives and viewpoints to create innovative, meaningful, and lasting results. PPR aims to ensure that it is relevant, inclusive, diverse, and equitable, and that its program standards align with these four goals.

PPR will continue to grow and develop as an organization by continuing to establish new performance measures, set new standards and expectations, and build performance management capacity for each of the Department's programs to improve how the Department measures its programs and performance. This will allow PPR to continuously measure its success and to learn, adapt, and evolve. PPR will also continue to work to develop and publish a shared set of internal definitions of frequently-used PPR terms.

Over the next five years, PPR will implement a peer mentoring program for employees, create a formal employee recognition program, and create a succession planning toolkit for managers. These internally-focused strategies will enable PPR to continue to improve its public service and program delivery.

<b>FY19 Strategic Goals</b>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percentage of permanent staff attending trainings <sup>1</sup>	92.1%	42.8%	92.0%	95.0%
Paper form / processes made available online <sup>2</sup>	3	N/A	6	5
Net hires (full- and part-time) <sup>3</sup>	28	33	46	16

<sup>1</sup> This measure gives the opportunity for all staff persons to be trained.

<sup>2</sup> The number of total paper form processes varies from year to year. This measure is tabulated annually, so YTD data is not available.

<sup>3</sup> The FY19 target is lower due to the Department's aggressive filling of vacant positions during FY18 and a lower vacancy rate.

# PENSIONS

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## MISSION

The Board of Pensions and Retirement manages the assets of the City's pension fund, ensuring there is enough money to pay out to those who have earned benefits. The City Home Rule Charter requires that the pension fund is always able to cover current and future payments to people who have paid into the fund. To do this, the Board oversees all pension contributions from current employees and all benefit payments made to eligible people who have left City service. The Board also makes sure that decisions are made that keep the pension fund financially healthy. All retiring employees meet with one of the Board's pension counselors for assistance in the retirement process. In addition to administering pensions, the Board publishes a quarterly newsletter with helpful pension and pension-planning information.

The Board accomplishes this work through the following programs:

- **Investments:** This program is responsible for managing the assets of the Pension Fund; acting with skill and care in investing the Fund's assets; arranging for safe custody of and accounting for the Fund's assets; managing the Fund on an actuarially-sound basis; selecting and retaining expert consultants for investment advice; adopting, and modifying as needed, investment strategies designed to achieve the Board's obligations and objectives; selecting and retaining competent external investment managers; and monitoring and reporting on investment performance.
- **Benefits:** This program is responsible for establishing, recording, and reviewing for accuracy and timeliness all pension contributions received from active employees and all benefit payments disbursed to eligible recipients.
- **Executive Direction and Administration:** The Board of Pensions and Retirement was charged under the Philadelphia Home Rule Charter with the creation and maintenance of an actuarially-sound Retirement System providing benefits for all City employees. This program is responsible for ensuring that the Board's day-to-day operations fully support this Charter-stated mission and for selecting and retaining expert consultants for actuarial analysis.

## ACCOMPLISHMENTS

**Investments:** The Board further reduced the ratio of manager fees to assets under management from 0.37% at the close of FY16 to 0.32% at the end of FY17, a savings of approximately \$2 million. As the FY15 ratio was 0.62%, the improvement achieved over the past two fiscal years represents a recurring annual savings of \$15 million. This was accomplished by increasing the use of lower cost passive management. In FY18, the Board continues to maintain its reduced exposure from certain high-cost trading strategies, such as hedge funds. The majority of these high cost strategies was eliminated in FY16, and four more were eliminated in FY17. The Board currently has only one active hedge fund partnership remaining. The Board saw a 12.9% return in FY17, net of fees.

**Benefits:** In FY17, this program continued to provide retirement education sessions to system members, reaching nearly 1,100 employees through in-house training, visits to departments, and participation in seminars hosted by the City's non-uniformed, police, and firefighters' unions.

**Executive Direction and Administration:** This program increased the percentage of monthly pension benefits received via direct deposit (EFT) from 92.6% in FY16 to 93.6% in FY17 and increased the number of 457 Plan participants from 20,329 to 21,547; now 77% of eligible employees participate. The 457 Plan allows employees to contribute a portion of their earnings into a pre-tax defined contribution program, and to self-manage the investment of these contributions within available options. Participation is encouraged as a way for employees to create retirement income in addition to their accrued defined benefit pension.

## PLANS FOR FISCAL YEARS 2019-2023

**Investments:** In FY19-23, the Board will continue to maintain the reduced ratio of manager fees to assets under management achieved with its FY17 year-end ratio of 0.32% while at least achieving returns equal to the Fund's earnings assumption. The Fund maintains a diversified asset mix designed to achieve the long-term actuarial target rate of return across a wide range of market cycles. The asset allocation and investment strategy is never static, and the Board is always seeking to improve and adjust the Fund's exposure to reflect the current market environment while maintaining core positions based on a long-term investment horizon. The Board focuses continually on maximizing returns, net of investment fees, at the lowest level of risk and for the best possible value. Core market exposure to public equities can be achieved at a very low cost via index funds and is the Board's starting point when evaluating any investment strategy. When active investment management is appropriate, the Fund's investment partners are viewed in relation to the overall value provided in terms of performance, strategy, process, and cost. Managers who are not meeting the Fund's long-term objectives are brought to the attention of the Board for possible action including, but not limited to, a reduction of assets under management, renegotiation of fees, or termination.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Maintain investment ratio (fees to assets under management) of less than 0.34%.</li> <li>Achieve investment return of at least the current earnings assumption (7.7% currently).</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Investment ratio <sup>1</sup>	0.32%	N/A	< 0.37%	< 0.34%
Investment return	12.90%	4.60%	at least 7.70%	at least 7.70%

<sup>1</sup> This is an annual measure. This measure is calculated by taking fees divided by assets under management. The goal is to continue to reduce fees.

**Benefits:** The Board will continue to provide retirement education sessions to system members by further expanding its outreach to operating departments and bargaining units.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Provide education programs for 1,100 members.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Member education (count of attendees) <sup>1</sup>	1,086	437	1,100	1,100

<sup>1</sup> Six of the Board's 14 educational sessions are held from September to December. The remaining eight sessions are held from January to June.

**Executive Direction and Administration:** The Board's goal is to increase the percentage of monthly pension benefits received via direct deposit to 96.5% incrementally by the end of FY23. Since EFT recipients receive quarterly statements instead of monthly checks, increased EFT participation means that the Board uses less paper and saves on postage costs. This increase will be achieved through newsletter articles and staff point-of-contact interactions with check recipients to encourage their participation.

The Board also plans to increase the number of 457 Plan participants incrementally to 24,500 by the end of FY23. This will be achieved through active recruitment efforts by the representatives of the third-party administrator for the 457 during presentations at work locations City-wide.

The Board also will continue to develop and maintain a diverse workforce. The current Board staff is 72% female and 68% minority. While staff size is limited and primarily governed by the Civil Service Regulations, the Board is committed to further developing and maintaining a diverse workforce.

<b>FY19 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>• Increase 457 participation to 22,500.</li> <li>• Increase rate of EFT recipients to 94.5%.</li> </ul>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of 457 Plan deferred compensation participants	21,547	21,786	22,000	22,500
Percentage of recipients receiving benefits electronically	93.6%	93.9%	94.0%	94.5%

# PLANNING AND DEVELOPMENT

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## MISSION

The Department of Planning and Development (P&D) coordinates the City's planning, zoning, preservation, and housing functions to promote the economic health of all neighborhoods and the City. P&D includes the Divisions of: Housing and Community Development; Planning and Zoning; and Development Services. The Department seeks to achieve its mission by:

- Guiding the orderly growth and development of the city through the preparation and maintenance of the Comprehensive Plan;
- Preparing the City's annual Capital Program and Budget, in partnership with the Office of the Director of Finance;
- Leading the City's federal and local housing and community development investment activities, including ensuring the provision of new affordable housing opportunities;
- Preserving and promoting Philadelphia's cultural and historic assets;
- Engaging and informing residents and the development community on development processes;
- Creating forums to establish clear, citywide guidelines related to development requirements and, where possible, streamline development processes, City policies, and code amendments;
- Collaborating with other City departments and quasi-governmental entities to develop publicly-owned or public spaces throughout the City; and
- Proactively identifying and promoting strategic and catalytic development opportunities that advance equitable growth throughout the city.

## ACCOMPLISHMENTS

FY18 marked the official launch of the Department of Planning and Development (P&D). Approved by the voters in 2015 following a resolution sponsored by Council President Darrell Clarke, the Department merges six functions into one: the Art Commission; City Planning Commission (PCPC); Historical Commission (PHC); Zoning Board of Adjustment (ZBA); Division of Housing and Community Development (DHCD); and Development Services. The Historic Preservation Task Force, founded in FY17, is also a part of the new department. The Department collaborates closely with three non-City agencies: Philadelphia Redevelopment Authority (PRA), Philadelphia Housing Development Corporation (PHDC), and Philadelphia Land Bank, to ensure coordination of resources, policies and programs.

As part of the merger in FY18, the Department centralized its administrative functions. These units now provide information technology, human resources, financial management, and communications support to all divisions within the department. The Department has also established a centralized organizational structure and a unified work environment for employees, with a focus on supporting employee-driven opportunities to streamline and improve policies, programs, and services for citizens and businesses.

Division of Housing and Community Development (DHCD): DHCD strategically aligns housing and community development resources to sustain homeowner and rental housing and to prevent homelessness; invests in the production of new affordable housing units; and strengthens communities by eliminating blight and promoting neighborhood planning.

DHCD's Residential Tax and Mortgage Foreclosure Prevention Program postpones Sheriff Sales for owner-occupied properties in order to give homeowners an opportunity to meet with a housing counselor. With the assistance of the counselor, homeowners then meet with a representative of their mortgage lender to explore alternatives to foreclosure. In FY17, the program assisted with saving 1,210 homes from foreclosure. Through its Housing Counseling services program, DHCD also supports organizations that

provide an array of additional housing counseling services, such as pre-purchase homeowner preparation, credit repair and budgeting, and educational workshops for tenants.

Through a combination of local Housing Trust Fund (HTF) and federal Housing and Urban Development (HUD) funding, DHCD also supports the creation of affordable homeowner and rental housing projects for special needs populations, including veterans, seniors, the formerly homeless, children, and people with disabilities in communities throughout Philadelphia. In FY17, 340 new, affordable housing units for low-income households were created.

In addition, DHCD also offers several programs to assist homeowners with improvements to their homes. These home repair programs, include the Basic Systems Repair Program (BSRP), Adaptive Modification Program (AMP), the Weatherization Assistance Program (WAP), and the Emergency Heater Repair Program. The BSRP provides repairs to electrical and plumbing systems, replaces heaters and roofs (when they are leaking severely), and addresses other systems problems with repairs up to \$18,000. The AMP provides individuals who have permanent physical disabilities with free adaptations to their homes or apartments, allowing easier access to and mobility within the home. The WAP provides free weatherization and energy-efficiency improvements to owner-occupied and rental units and the Emergency Heater Repair Program provides emergency heater repairs to income-eligible homeowners. In FY17, nearly 1,000 BSRP projects were completed, along with nearly 100 adaptive modifications and over 670 weatherization assistance projects. Additionally, almost 4,000 service calls were completed for the Heater Repair Program.

**Land Bank:** Created in 2013, the Philadelphia Land Bank (Land Bank) is an agency whose mission is to return vacant and tax delinquent land to productive use. In FY18, the Land Bank continued to consolidate publicly-owned land in an effort to make it easier for private individuals and organizations to acquire vacant properties and convert them into community assets and tax-producing properties.

In the fall, the Land Bank executed a Memorandum of Understanding with the City, School Reform Commission and Philadelphia Gas Works that defined the terms under which it can acquire vacant, tax-delinquent properties sold through the City's tax foreclosure process.

Additionally, the Land Bank has set five-year goals for acquiring and disposing of properties for the following uses: land for affordable, workforce, and market rate rental and homeownership opportunities; enabling businesses to expand; improving public safety by expanding a side yard program to homeowners; and helping the City operate more efficiently by promoting the reuse of long-held City-owned vacant properties. The Land Bank currently has 1,977 properties in its inventory and, by June 30, 2018, the Land Bank anticipates owning an estimated 2,300 properties, and acquiring an additional 1,700 properties in FY19.

The Land Bank also led an effort to review and correct the deed descriptions for all properties owned by public agencies and available for sale, including new deeds that will transfer properties into the Land Bank. This goal of this review process is to provide a clear chain of ownership and accurate legal description,



*Workers providing roof repairs as part of the Basic Systems Repair Program.*

ensuring that there is no likely claim to ownership by another party. The Land Bank funds two attorney positions within the Law Department to perform this work.

LandCare Program: The City partners with Philadelphia Horticultural Society to provide the LandCare Program, which cleans, greens, and stabilizes vacant lots to help return them to productive use. Through the program, professional contractors and community groups provide ongoing cleaning and maintenance of thousands of lots annually. Studies have found that there is a 17% increase in home value near stabilized lots, and research by the University of Pennsylvania shows significant declines in violent assaults near Philadelphia LandCare-treated sites. Over 1,300 lots have been treated have been redeveloped into new housing and businesses since the program started in 2003.

In 2016, the LandCare Program launched the LandCare Reentry Initiative, which assists returning citizens with skills training and job readiness while creating a new workforce pipeline to landscape services contractors and Community LandCare organizations. In FY17, 40 returning citizens were hired through this program and 35 returning citizens were hired in the first half of FY18. Another cohort of 20-25 returning citizens is anticipated to be hired in the second half of the fiscal year.

Division of Planning and Zoning (P&Z): The consolidated Division of Planning and Zoning includes the City Planning Commission (PCPC), Art Commission, Historical Commission (PHC), and Zoning Board of Adjustment (ZBA).

*Philadelphia City Planning Commission (PCPC):* The Philadelphia Comprehensive Plan, Philadelphia2035, is the City's first comprehensive plan since 1960 to align municipal, private, institutional, and civic resources toward common physical development goals. The first phase of the Plan, the "Citywide Vision," was adopted in June 2011. The Commission is engaged in a series of 18 district plans to address specific land use, zoning, urban design, "healthy community," capital facility, and other physical infrastructure issues throughout the City. By the end of FY18, 17 of the 18 Philadelphia2035 district plans will have been adopted by the PCPC, with work on one (Upper Northwest) underway. The final plan (Upper Northwest) will be completed during FY19.

The Zoning Remapping Program follows from the district planning process. As of December 2017, 12,620 acres of land have been recommended for remapping to correct improper, out-of-date zoning or to advance the development vision of Philadelphia2035 district plans. Commission staff works directly with Council offices and other community stakeholders to revise and update district zoning maps by researching property data, conducting public meetings, and preparing zoning legislation for introduction by Council.



*Philadelphia2035 District Plan Schedule.*

To date, over 4,900 acres (39%) have been successfully remapped, with another 813 acres (6%) in progress.

The Citizens Planning Institute (CPI) is a nationally-recognized program that empowers citizens to take a more effective and active role in shaping the future of their neighborhoods. In the first half of FY18, the CPI completed another semester of training and civic engagement classes for City residents and community associations, graduating an additional 30 “citizen planners.” In the second half of FY18, an additional 30 students will graduate from the program. Since its creation in 2010, the CPI has graduated more than 450 citizen planners from over 150 City neighborhoods.

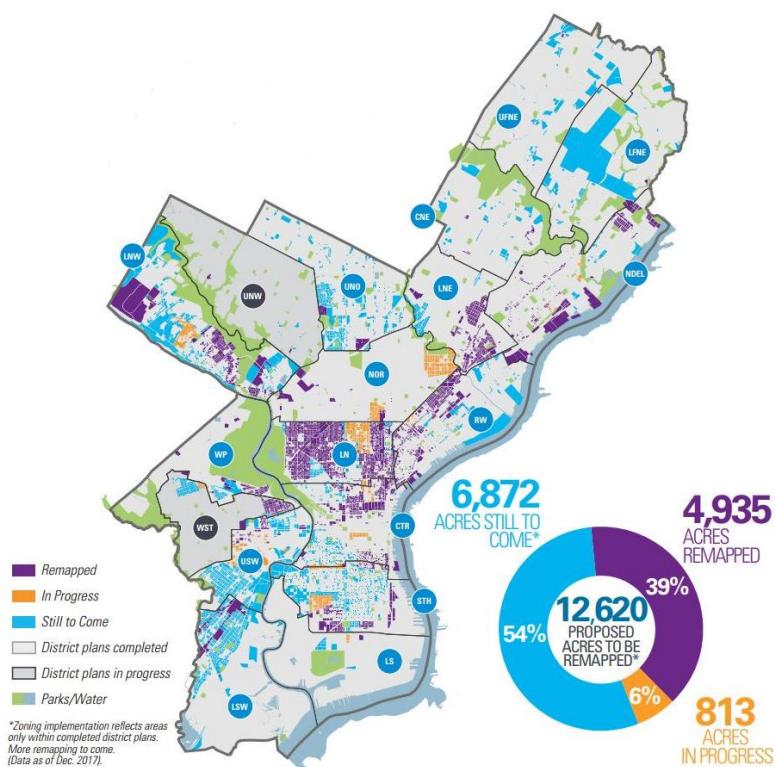
In FY17, the Commission recommended to the Mayor a six-year capital program and capital budget, which called for new City investments of \$165 million in FY18. This program aligns to the Philadelphia2035 Citywide Vision and adopted district plans. The recommended FY18-23 Capital Program and Budget were adopted by the Commission and enacted by City Council in June 2017.

*Art Commission:* The Art Commission is the City’s design review board, which approves the design of all construction projects on City property or funded with City money. The Art Commission must also approve the design of anything constructed or installed on or over the public right-of-way, including signs, as well as all public art to be acquired by the City or placed on public property. In 2017, the Commission reviewed nearly 300 applications for new construction and repairs of City facilities, new commissions and maintenance of City-owned works of art, encroachments into public rights of way, and commercial signs in special controls overlay areas.

*Historical Commission (HC):* The Historical Commission is the City’s regulatory agency that is responsible for ensuring the preservation of the City’s historically-significant buildings, structures, sites, objects, interiors, and districts. Currently, the HC regulates 11,120 historic sites and other resources listed on the

Philadelphia Register of Historic Places. To protect and preserve those sites, the HC reviews all building permit applications submitted for them. In 2017, the HC designated 51 historic resources and approved 2,252 building permit applications, a 104% increase from 2009. Two staff members were added in December 2017 to address this increased workload.

The Historic Preservation Task Force, established in 2017, is comprised of 33 professionals and community members who meet over an 18-month period to review the current state of preservation in Philadelphia, best practices around the country, and create recommendations to improve and expand preservation opportunities. The Task Force has already begun to hold meetings and has produced a new website to provide improved access to information regarding historic properties and resources.



*Progress of the official zoning map of Philadelphia following recommendations in Philadelphia2035 District Plans.*

The final report is anticipated in December of 2018.

*Zoning Board of Adjustment (ZBA):* The ZBA is a quasi-judicial Board that is authorized to hear and decide requests for variances, special exceptions and appeals from any final order, requirement, decision or determination made by the Department of Licenses and Inspections (L+I), pursuant to the Zoning Code.

Philadelphia adopted a new Zoning Code in August 2012. This new Code creates clear and distinct rules for use and dimensional variances, leading to more predictable development outcomes. As a result, the total number of applicant appeals has been declining from a high in 2012 of 1,725 to a low in calendar year 2017 of 1,013. In January 2018, staff prepared and presented a Five-Year Review of Zoning Code to the Planning Commission. In addition to the reduction of zoning appeals, the report noted that the percent of projects that are approved “by-right,” or without any required zoning-code variances, increased from 65% in 2012 to 72% in 2017.

Division of Development Services: This Division works to educate the public, private and institutional development community on the approval process for City Departments, Boards, and Commissions. Development Services also works to resolve novel development issues and ensure consistency in the directions given by different departments, boards and commissions. Proactively, Development Services attempts to clarify the development process through process changes, regulation changes and code amendments where routine misunderstandings occur between the City and the development community. Development Services staff also work with other City departments and quasi-governmental entities to develop publicly-owned or publicly accessible spaces throughout the city.

In the first half of FY18, the Division assisted more than 20 development projects, comprising 4,700 residential units, four million nonresidential square feet, and 15,000 construction jobs, with education about the approval process and internal coordination of City services. One example of this internal coordination is working with the Water Department and the L+I to conduct an early review of water supply distribution systems even though permitting for these systems comes much later in the development process. Conducting the early review enables developers to get feedback during the design stage, reducing the need for modifications later in the process. The Division continues to monitor 279 large development projects, comprising of 24,000 residential units and 35 million square feet of nonresidential projects, to ensure a streamlined review process and to coordinate problem-solving on issues involving multiple departments.

## **PLANS FOR FISCAL YEARS 2019-2023**

Division of Housing and Community Development (DHCD): DHCD will continue to implement the Residential Mortgage Foreclosure Prevention Program and will increase the number of people reached through its home repair programs. In December of 2016, Mayor Kenney signed an ordinance authorizing a \$60 million bond issuance in the spring of 2017 to provide additional home repair services over three years, helping to address the waiting lists for these programs. Funds from the bond issuance will help DHCD to address the backlog in the BSRP, AMP, and WAP programs. As of March 1, 2017, the BSRP program had a backlog of over 8,000 applicants. Over 4,000 of these applicants have already been served and the remainder will be served by FY20.

LandCare Program: The Philadelphia LandCare Program will continue to green and clean thousands of lots annually.

Land Bank: The Land Bank’s strategic plan seeks to align to the City’s district planning recommendations, which identify a variety of needs across Philadelphia’s diverse neighborhoods. These needs include access to green space, business expansion opportunities and opportunities for new housing. The FY19-23 Five Year Plan provides for an additional \$3.8 million in FY19, which will allow the Land Bank to acquire an additional 320 tax delinquent properties. The Land Bank’s mission is to return these acquired properties to productive reuse. Additional benefits of disposition will include creating economic opportunities through



Participants of the Philadelphia City Planning Commission's Citizens Planning Institute (CPI) hard at work.

the sale of lots for development, increasing housing values and improving public safety as blight is eliminated. Over the Plan, the Land Bank has set targets guiding the disposition of properties: 25% of its property holdings will be utilized for side yards, 68% will be utilized for housing units and mixed-use development, 1% will be used for business expansion, and 11% will be used for gardens and open space. As housing development opportunities are identified, the Land Bank will seek to meet the ongoing need for affordable and market-rate development and create a taxable positive use for vacant land.

**Division of Planning and Zoning (P&Z):**

***Philadelphia City Planning Commission (PCPC):*** The district planning process of the Philadelphia2035 Comprehensive Plan is projected to be completed in FY19. In the next five years, staff will complete the zoning remapping efforts resulting from the Philadelphia2035 district plans. In total, the amount of acreage projected to be remapped through this process is approximately 16,000 acres (23% of the City's total zoned land acreage).

CPI will continue to seek increased citizen engagement in the comprehensive planning process through education and training classes, public meeting participation, and social media outreach. Once district plans are complete, CPI will serve as the education and outreach arm of PCPC.

***Art Commission:*** The Commission expects to see an increase in the number of applications that it processes with the implementation of the City's Rebuilding Community Infrastructure (Rebuild) Initiative, as all alterations of City property that require a building permit are referred to the Commission for review and approval.

***Historical Commission (HC):*** As the next step of the Mayor's Historic Preservation Task Force, the HC anticipates assisting in the implementation of the recommendations of the group in FY19. The Task Force is looking at four aspects of increasing preservation: a strategy to survey the city's buildings and neighborhoods to increase designations, a range of incentives to spur preservation, changes to current regulations to better guide preservation, and improved outreach and education to build a stronger preservation constituency.

***Zoning Board of Adjustment (ZBA):*** The ZBA will coordinate with L+I to better track variances and special exceptions using L+I's new eCLIPSE system. The system will allow the ZBA to track the number of variances and special exceptions requested by each appeal to the ZBA, along with the zoning code provision causing each variance or special exception. Implementation of eCLIPSE will also improve the efficiency of creating and tracking notices for neighbors and Registered Community Organizations (RCOs).

**Division of Development Services:** The Division of Development Services will continue to educate the public, private and institutional development community on the approval process for City Departments, Boards, and Commissions.

FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
<i>Division of Housing and Community Development</i>				
Mortgage foreclosures diverted <sup>1</sup>	1,210	571	1,200	1,200
Owner-occupied homes repaired (BSRP, Weatherization and Heater Hotline) <sup>2</sup>	5,621	3,461	7,395	7,400
Unique City lots greened and cleaned <sup>3</sup>	12,592	25,682	12,000	12,000
Clients receiving counseling <sup>4</sup>	12,191	N/A	11,350	11,350
Number of new returning citizens trained, hired and supported	40	35	40	40
Number of affordable housing units created	340	144	300	300
<i>Zoning Board of Adjustment</i>				
Number of ZBA appeal cases	1,608	654	1,200	1,200
<i>Division of Development Services</i>				
Development services meetings (full committee)	10	4	10	10
Development-related meetings	36	18	36	36
Civic engagement meetings with community	2	3	6	6

<sup>1</sup> Output is driven by available program funding. To prevent homeowners from becoming homeless due to foreclosure, the program links a Court of Common Pleas order requiring that homeowners facing foreclosure have an opportunity to meet with their lenders to negotiate an alternative to foreclosure with City-funded housing counseling, outreach, a hotline, and legal assistance. Foreclosures are a function of the market; therefore, the number of mortgage foreclosures diverted is subject to fluctuation. There has been an overall decrease in property foreclosures in the Philadelphia area in the last few years, resulting in fewer mortgage foreclosures diverted.

<sup>2</sup> Output is driven by available program funding. The Basic System Repair Program (BSRP) is a grant-assisted program that allows the Philadelphia Housing Development Corporation to make repairs to the basic systems (plumbing, heating, roofing, electrical and structural repairs) of homes owned and occupied by low-income Philadelphia residents. Grant repairs can be completed up to a limit of \$18,000 per property.

<sup>3</sup> This measure is calculated as a point in time at the end of the quarter. The number of unique lots greened and cleaned includes land stabilization programs (such as initial cleaning, soil treatment, tree planting and fencing of up to 300 new selected blighted lots) and land maintenance.

<sup>4</sup> Housing counselors 1) serve as advocates for homeowners as they face the challenges of homeownership; and 2) prepare prospective homeowners to meet those challenges. DHCD is unable to report Q1 and Q2 housing counseling data due to issues with switching from one case management system to another. DHCD anticipates that these issues will be resolved by the end of FY18 and plans to provide data at that time.

# POLICE

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## MISSION

The Philadelphia Police Department (PPD) is the nation's fourth-largest police department, with more than 6,400 sworn officers and 800 civilian employees. The PPD's mission is to make Philadelphia one of the safest cities in the country. The PPD partners with communities across the city to: fight crime, the fear of crime, and terrorism; enforce laws while safeguarding people's constitutional rights; provide quality service to all Philadelphia residents and visitors; and recruit, train, and develop an exceptional team of employees. The PPD serves Philadelphia County's approximately 1.5 million residents. The department is divided into six police divisions, which are further divided into 21 police districts. Each district is led by a captain who implements Smart Policing strategies to support the City's public safety initiatives. Smart Policing is an evidence-based, data-driven approach to law enforcement tactics and strategies.

PPD accomplishes this work through the following programs:

- **Aviation:** This program is responsible for providing patrol and protection to the City's airport facilities, ensuring the safety of local and international passengers.
- **Criminal Investigations:** This program investigates criminal acts such as homicide, sexual assault, armed robberies, home invasions, narcotics, and property crimes. This program is also responsible for interviewing witnesses, victims, and those accused of a crime to identify, locate, and prove the guilt of an accused criminal. This program also issues gun permits.
- **Field Operations:** This program is responsible for policing and encompasses officers, special patrols, highway patrol, the Commissioner, and the department's leadership team.
- **Forensics:** This program is responsible for providing high-quality and timely forensic services, achieved through accurate, unbiased and reliable collection, preservation, examination, analysis, and interpretation of evidence.
- **Intelligence and Homeland Security:** This program is responsible for response, prevention, mitigation, and investigations of high-risk incidents and events, such as: active shooter incidents; hostage situations; mass casualty incidents; terrorist threats or attacks; chemical, biological, radiological and nuclear releases; technical rescues; and planned city special events.
- **Organizational Support Services:** This program is responsible for the administrative, fiscal, and human resources operations for the department; planning, development, and implementation of all aspects of police training for both police recruits and in-service sworn personnel, including Reality-Based Training (RBT) and tactical scenarios; and information technology support services, including Police Communication Information Systems.
- **Professional Standards:** This program is responsible for ensuring the integrity of the department through fair, thorough, and proactive investigations of alleged police misconduct.

## ACCOMPLISHMENTS

**Criminal Investigations:** Over the past year, the Police Department has continued to work to improve public safety, reduce crime and investigate criminal acts. In the first half of FY18, the total number of violent crimes and burglaries showed a reduction from the same time period in FY17. The Department has also continued to work to increase the clearance rate for criminal investigations. For example, the first six months of FY18 have shown a reversal of the downward trend in homicide clearance rates seen in FY16 and FY17. Homicide clearances rates for the first half of FY18 were 46.1%, up nearly ten percentage points from the FY17 year-end rate of 36.8%.

The Department also continued to work to ensure that investigations of officer-involved shootings are handled appropriately. Over the past year, the Department created a dedicated Officer-Involved Shooting Team, which is responsible for handling all police-involved shooting investigations for the Police

Department. The unit is separate from the rest of the Internal Affairs Bureau, ensuring that police-involved shooting investigations are handled by a team whose sole responsibility is to address this type of investigation.

**Field Operations:** The Department has continued its practice of deploying graduates of the Police Academy into high-crime neighborhoods directly after graduation. This practice, where graduates patrol on bicycle rather than in cars, provides new officers with the opportunity to familiarize themselves with the residents and neighborhoods that they serve.

Using capital funds allocated to the Office of Fleet Management for vehicle purchases, the Department also purchased and deployed three “Mobile Mini Stations” in high-crime neighborhoods. These mobile stations, which consist of motorhomes outfitted for police use, serve as portable command posts in their respective neighborhoods and allow the department to provide a more dedicated presence in these areas.

With nearly 1,300 shooting victims in FY17, the Department also paid special attention to the issue of gun violence, achieving an increase in the total number of gun arrests, or charges related to gun violations, over the last year. There were 1,425 arrests for violations of the Uniform Firearms Act in calendar year 2017, an 8% increase over calendar year 2016.

**Forensics:** Over the past five years, the Office of Forensic Science (OFS) has made improvements to the efficiency and effectiveness of its operations, enabling it to handle an increased workload while maintaining its accredited status. The Office updated job descriptions, worked to fill vacant positions, and streamlined its training process from two years to less than 18 months. Additionally, OFS has used grant funding to purchase equipment and outsource some casework. Before 2012, when OFS began to implement these improvements, the criminalistics (DNA) unit processed approximately 500-600 cases per year. Now, the unit processes 900-1,000 cases per year, with an additional 300-600 cases processed through outsourcing.

Through the Philly Fast Brass program, PPD enabled suitable firearm evidence to be processed within 24-48 hours of receipt, providing actionable intelligence to the Philadelphia Crime Gun Intelligence Center to assist investigators.

**Intelligence and Homeland Security:** Over the past year, the department has successfully policed over 1,600 protests with no incidents of major property damage or injuries to the public, police, or the protestors. Additionally, the department created an Intelligence Bureau which is responsible for coordinating the collection and dissemination of criminal intelligence, crime alerts, officer safety alerts and any other necessary crime fighting information to personnel throughout the Police Department. The Bureau is now fully operational.



*Community Police at its best.*



*Enter to Learn, leave to serve.*

visit the African American Museum, Holocaust Museum and Constitution Center as part of their training while in the Police Academy. Visits to these museums provide new recruits with important historical and civic lessons.

To support the City's overdose prevention and harm reduction strategy around opioids, the Department expanded the Naloxone program, which provides officers throughout the city with a medication that can be used to reverse an opioid overdose. To date, 2,584 sworn personnel have been trained in how to administer Naloxone. Police officers administered the medication 368 times in calendar year 2017, a nearly 50% increase from prior years. PPD's goal is to have approximately 5,900 personnel in Field Operations, Organizational Support Services, Criminal Investigations, Intelligence and Homeland Security, and Aviation trained and equipped to administer Naloxone.

**Professional Standards:** The Police Department has also continued to investigate allegations of police misconduct. Over the past year, the number of complaints against police dropped by 4.3%.

## PLANS FOR FISCAL YEARS 2019-2023

**Aviation:** To enhance airport security, the department will deploy additional fixed Automated License Plate Readers (ALPRs) throughout the Philadelphia International Airport. The department will also continue to conduct security exercises and drills with internal and federal partners to ensure a more efficient response to potential critical incidents.

FY19 Strategic Goals				
• Reduce the number of stolen rental vehicles. <sup>1</sup>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of stolen rental vehicles	94	10	A reduction from FY17 actual	A reduction from FY17 actual

<sup>1</sup> This includes both vehicles that are rented and never returned and vehicles that are stolen off the rental companies' lots.

**Criminal Investigations:** The Department will also continue to investigate crimes, with a focus on continuing to increase the homicide clearance rate. The Department will work to reduce gun-related violence and ensure that the process for obtaining guns legally falls within the state-mandated timeframe of 45 days.

**Organizational Support Services:** PPD continued to hire new police officers in FY17, making progress toward achieving the department's goal of achieving a staffing level of 6,525 uniformed personnel. The Department has increased the number of filled, uniform positions by nearly 1,100 over the past year; in early December of 2016 the Department had 6,265 uniformed personnel; as of December 2017, this number was at 6,361.

The Department also enhanced its training requirements for new officers. All Recruit Officers now

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Continue to increase the homicide clearance rate.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Homicide clearance rate <sup>1</sup>	36.8%	46.1%	60.0%	60.0%
Sexual assault clearance rate	50.2%	71.3%	60.0%	60.0%
Average number of days to process a gun permit <sup>2</sup>	37	18	≤ 45	≤ 45

<sup>1</sup> Year-to-date (YTD) is calculated by taking the total clearances divided into total murders for the YTD period.

<sup>2</sup> This is set by state law at 45 days. PPD is working to comply with a court mandate to process gun permits in accordance with this requirement.

**Field Operations:** The department will add two new “Mobile Mini Stations” in the next year in high-crime areas for a total of five stations, utilizing capital funds allocated to the Office of Fleet Management for vehicle purchases. Each unit costs approximately \$140,000.

PPD is also in the process of creating a homeless outreach team in the East Division, which includes some of the neighborhoods with the highest rates of overdose deaths over the past year. When fully implemented, this team will connect people who are homeless with social services, including services for those addicted to opioids.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Increase the number of Federal prosecutions that involve gun crimes.</li> <li>Increase the number of Bicycle Patrol Officers.</li> <li>Increase the number of children involved in the Police Athletic League.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of bike patrol officers <sup>1</sup>	N/A	121	10% increase	10% increase
Number of children enrolled in Police Athletic League (PAL) centers <sup>2</sup>	75,650	40,849	20% increase over FY17	10% increase over FY17
Number of part 1 violent crimes	15,368	7,763	A reduction from FY17	A reduction from FY18
Number of shooting victims	1,294	641	A reduction from FY17	A reduction from FY18
Number of homicides	307	160	A reduction from FY17	A reduction from FY18
Number of burglaries	6,852	3,460	A reduction from FY17	A reduction from FY18

<sup>1</sup> This is a new measure for FY18, so prior-year data is not available.

<sup>2</sup> “Enrolled” refers to children who sign up to attend one or more events. These are individuals for whom the PAL center has names and contact information and to whom membership-type cards are issued.

**Forensics:** As many crimes now involve digital evidence, the ability to process this information is becoming increasingly important. The Department will seek forensic accreditation for the new Digital Media Evidence Unit by 2020. Additionally, the department will implement BEAST (Barcode Evidence Analysis Statistic Tracking), a new capital-funded laboratory information management and evidence management system. This new system will modernize the City’s current system of barcoded evidence tracking to allow for the immediate electronic capture of “chain of custody” information on all evidence, as well as to enable a more efficient method for prioritizing forensic examinations. Implementation of the system is anticipated to be complete by FY21.

The Department also plans to implement a Rapid DNA program by the end of FY18. This program will allow for the processing of reference samples within as little as two hours. Design of the program will include developing and validating procedures for the triage of specific evidence samples via Rapid DNA.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Upgrade BEAST (Laboratory Information Management System) to improve automated workflows in the OFS and evidence tracking throughout the PPD.</li> <li>Add an additional Integrated Ballistic Identification System to improve productivity within the Philly Fast Brass program.</li> <li>Provide actionable intelligence for investigations and meet all trial commitments through continued improvements to casework productivity.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of cases (submissions) received	27,938	15,437	30,000	30,000
Number of investigative leads provided to investigators through forensic databases (ballistic, DNA, and prints) <sup>1</sup>	921	669	Increase over FY17 actuals	Increase over FY18 actuals
Percent of new sexual assault kit (SAK) cases completed within the recommended 180 days, as stated in PA Act 27	51.0%	45.0%	60.0%	60.0%

<sup>1</sup> The Department has set FY18 and FY19 targets, but actual performance is dependent on evidence available in the forensic database.

**Intelligence and Homeland Security:** This program will continue to respond to and investigate high-risk incidents and events, such as active shooter incidents; hostage situations; mass casualty incidents; terrorist threats or attacks; chemical, biological, radiological and nuclear releases; technical rescues; and planned city special events.

**Organizational Support Services:** The department will continue its efforts to hire a diverse workforce that looks like Philadelphia, focusing on increasing minority hiring within the sworn ranks of the PPD. The FY19-23 Five Year Plan includes a significant investment of nearly \$100 million to provide the Department with full funding to reach its staffing target of 6,525. Additionally, the department will continue to improve the safety of officers and Philadelphians by sustaining its practice of providing RBT to sworn personnel and expanding the use of Body Worn Cameras.

The City has begun the process of relocating Police Headquarters from its current location at 8th and Race Streets to the former Inquirer Building located at 440 North Broad Street. In addition to functions currently housed in the current Headquarters, the 6th and 9th Police Districts as well as Central Detectives are expected to be moved to the renovated building which is expected to be occupied by 2020.

The department will complete renovation of a building to house the 911 Training Center, using capital and 911 funding. This building will also become the new training location for the Communications Bureau.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Increase the number of minority and female officers.</li> <li>Increase the number of body worn cameras deployed by officers.</li> <li>Attain authorized sworn positions.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percent of authorized sworn positions filled <sup>1</sup>	97.1%	96.8%	100.0%	100.0%
Percent of officers who are female <sup>2</sup>	21.6%	21.6%	52.7%	52.7%
Percent of officers who are minority <sup>2</sup>	42.7%	44.0%	58.1%	58.1%
Percent of in-service police officers that have received reality-based training (RBT) <sup>3</sup>	N/A	58.0%	68.0%	86.0%
Percent of officers trained in the administration of Naloxone in high-need areas of the city <sup>4</sup>	N/A	39.0%	45.0%	50.0%
Number of body worn cameras deployed <sup>5</sup>	271	60	160	200
Percent of 911 calls answered within 10 seconds <sup>6</sup>	89.9%	92.7%	90.0%	90.0%

<sup>1</sup> "Authorized" refers to the number of budgeted positions.

<sup>2</sup> Target is based on census data for Philadelphia. PPD is focused on recruitment efforts with the goal of having the police force reflect the demographics of the city.

<sup>3</sup> Reality-based training (RBT) is a law enforcement training tool that simulates the mental and physical reactions experienced in high-stress situations in order to help officers prepare for encountering similar situations on the job. RBT is new to the Police Department. The eventual goal is to have all patrol and special patrol officers trained with RBT. The Department is first administering RBT to all patrol and special patrol officers and hopes to revert to a three-year training rotation cycle whereby all officers are retrained within the three-year period. The Department expects to train another 1000-1200 officers (approximately 300 per quarter) in calendar year 2018.

<sup>4</sup> "High-need areas" are defined using data from the Fire Department regarding prevalence of overdoses by zip code. This denominator can change over time.

<sup>5</sup> The goal is to increase the number of body worn cameras deployed. The FY18 YTD is lower than expected due to unforeseen infrastructure delays. However, the Department has resolved the issues and expects the camera deployment in FY18 Q3 to put them back on target for the year.

<sup>6</sup> The goal is to be above 90%.

**Professional Standards:** The Department will complete the transition from collecting crime data using the Uniformed Crime Reporting (UCR) System to collecting crime data using the NIBRS, as mandated by the Federal Bureau of Investigation. NIBRS will replace the UCR program for all municipalities by 2021 and will allow for the collection of much greater detail regarding individual crime incidents.

The Department will also continue implementation of its customer service initiative. To date, training has been provided to all operations room personnel, corporals and sergeants (who work the operations room) within Police Districts to improve interactions with the public when they enter police stations. Visual impediments, such as posters and announcements, will be removed from the "windows" where police and the public interact and the names of command staff and key personnel will be clearly displayed in public areas.

<b>FY19 Strategic Goals</b>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of civilian complaints against police officers	713	313	A reduction from FY17	A reduction from FY18
Number of police-involved shootings	37	18	A reduction from FY17	A reduction from FY18

<sup>7</sup> The 90-day requirement is an internal policy.

# PRISONS

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## MISSION

The Philadelphia Department of Prisons (PDP) provides a secure correctional environment to detain people accused or convicted of illegal acts. PDP operates six facilities: the Alternative and Special Detention Center (ASD); the Curran-Fromhold Correctional Facility (CFCF); the Detention Center (DC); the House of Correction (HOC); the Philadelphia Industrial Correctional Center (PICC); and the Riverside Correctional Facility (RCF). To prepare incarcerated people for successful re-entry after their release, PDP also offers the following programs and services: job training; educational services; parenting classes; substance abuse services; behavioral health therapy; and counseling, individual, and group therapy.

PDP accomplishes this work through the following programs:

- **Administration:** This program includes PDP's central Executive Office, Business Office, Human Resources, Training Academy, Management Information System (MIS), Policy and Audit, Office of Professional Compliance, and Contracts units. These units work together to operate an efficient and cost-effective correctional system.
- **Maintenance:** This program is responsible for the efficient operation of the Prisons' physical plant and related equipment for preventative and restorative maintenance needs and manages the department's capital program. This program includes City and contractual maintenance, water treatment, and Title V permits.<sup>40</sup>
- **Medical and Psychiatric Services:** This program includes contracted medical and psychological services as well as drug treatment for eligible inmates. These services are consistent with community standards ensuring that cost-effective, quality health care is provided for all inmates in PDP custody.
- **Security and Operations:** This program operates a secure environment to ensure public safety, maintain a safe working environment for employees, and sustain humane and safe living conditions for inmates. This program includes inmate classification, movement, release, transportation, and housing, along with staffing for all facilities and SAVIN (victim notification).
- **Social Services/Reentry:** This program provides training and services to support the right and capacity of inmates to make positive changes in their lives. Program functions include the Office of Reintegration Services (RISE), vocational skills training, Philacor inmate trades program, inmate education, social services, inmate work, and vocational skills training.

## ACCOMPLISHMENTS

**Administration:** In FY18, this program has focused on increasing administrative efficiency, enhancing training capacity, and promoting sustainability. PDP is implementing a new inventory management system, which is expected to be fully implemented by April 30, 2018. The new system will replace an obsolete system that can no longer be maintained and will track approximately two million dollars' worth of inventory value. This includes existing inventory and all incoming/outcoming materials and supplies. PDP also established two Correctional Officer recruit classes and hired a Training Academy Director who will direct expanded training efforts for all Prisons disciplines, both uniform and non-uniform, in order to

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<sup>40</sup> Title V of the Clean Air Act requires major sources of air pollutants, and certain other sources, to obtain and operate in compliance with an operating permit. Air Management Services requires that several pieces of equipment meet air emissions standards to renew annual operating permits. As part of the operating permit process, testing of equipment air emissions must be documented. A contracted independent air management firm calculates the amount of air emissions generated by qualifying equipment. The operating permit sets the level of emissions allowed each year. If that limit is exceeded, Prisons is required to purchase nitrogen oxide allowances.



*The horticultural center at PICC.*

enhance professional competencies across the department. Areas of focus include non-tactical training to compliment technical skills and job knowledge as well as building training capacity across disciplines.

New livestock (chickens and a rooster) were added to the inmate orchard/horticulture training program. PDP has 30 chickens that are part of its orchard program and that support the mission of maintaining sustainable organic agriculture practices. The chickens provide for natural insect control and natural fertilizers, which supplement compost that is also used in PDP's orchard containing 200 fruit-bearing trees.

PDP is also in the process of expanding its composting capacity. Work is 90% complete on the roadwork and paving needed to facilitate this expansion, and all work is expected to be completed in the spring of 2018. Solid waste disposal for the Prisons costs approximately \$250,000 per year, and the average inmate produces 1.4 pounds of waste per day. With current compost operations, PDP services two of its four facilities (RCF and HOC), diverting an average of 900 pounds of food waste per year from landfills. Prisons' goal is to expand composting to the remaining facilities.

**Maintenance:** This program completed several key capital projects in FY18. At CFCF, security upgrades, including the replacement of an outdated security control system and wiring with new touchscreen electronic systems and new unit control cabinets, were completed in the A, B, C, and D housing units (completed September 2017). At the prison warehouse, a new warehouse and loading dock sprinkler system were installed, and the existing fire alarm system was replaced (completed July 2017). The warehouse roof was also removed and replaced, and new mechanical louvers and roof vents were installed (completed August 2017). Video surveillance cameras are also being installed at the warehouse (expected completion March 2018).

**Medical and Psychiatric Services:** In FY18, to support the City's opioid overdose prevention and harm reduction strategy, all inmates were taught how to use Naloxone to reverse overdoses. All inmates received Naloxone prescriptions to use, and Naloxone kits were distributed to high-risk individuals identified via PDP's Clinical Opioid Withdraw Scale (COWS), part of PDP's opioid detox protocol.

PDP also undertook several initiatives to promote health in FY18. PDP expanded its Medical Assistance enrollment pilot to all inmates who are in custody for five days or longer. The pilot was initiated at RCF last year in order to enroll (voluntarily) anyone, sentenced or not, in Pennsylvania Medical Assistance. This year, PDP offered enrollment to anyone at PDP for five or more days.

PDP also implemented a "bridge orders" process. This means that, at intake, a behavioral health nurse checks to see whether PDP has medicated the inmate in question for behavioral health issues during a recent admission; and checks a national prescription database to see if behavioral health medication scripts were written in the community prior to the individual's incarceration. When medications are found to have been prescribed, a prescriber writes an order for these medications to "bridge" the patient until a face-to-face evaluation occurs. The hope is to decrease the patient's suffering and avoid incidents leading to segregation. This has resulted in a reduction in the number of days before patients receive their initial prescription doses from seven days to two days, which is PDP's goal.

PDP also revised its sexually transmitted disease testing processes to reduce the "lost-to-care incidence" from over 20% to less than 5%. "Lost-to-care" is a medical term describing those people who leave PDP before PDP can treat them (e.g., STD-infected residents who are released before lab results are received from PDP's contract lab). In addition, the Department established a lactation program for new mothers at RCF and expanded health-related education of visitors. PDP installed kiosks to hold flyers from treatment

organizations that visitors can read to understand medical issues and obtain services. Educational materials, including smoking cessation, behavioral health, and medication-assisted treatment (MAT) materials, among others, are available. Lastly, PDP created a process for making post-release appointments with community providers for sentenced patients who suffer from chronic physical illnesses.

**Security and Operations:** Following a substantial decrease in the prisons census of 21% from 8,082 in April 2016 to 6,405 in January 2018, PDP has not used any triple cells since July 17, 2017. The City/PDP have been involved in litigation since 2008 due to the previous need for triple celling. Ending triple celling prevents liability for the City, while allowing two-person cells to operate according to their design. PDP also issued a Request for Proposal (RFP) for a space and planning study and anticipates issuing this award in FY19. This study will involve analysis of the existing facilities at the PDP compound for the most effective method to accommodate planned inmate population reduction goals. PDP also issued an RFP for a cost-efficiency study that will look at PDP's budget in relation to PDP's decreased inmate population.

**Social Services/Reentry:** In FY18, PDP relocated the RISE Office to 1425 Arch Street, which is more accessible by public transit. This relocation makes it easier for individuals to engage with pre- and post-release supports.

Under the MacArthur Foundation Safety and Justice Challenge Grant, restorative and transitional services employees received implicit and explicit bias training in FY18. The train the trainer program will be rolled out at the Training Academy in FY19.



Commissioner Carney visiting inmates preparing for the GED test.

## PLANS FOR FISCAL YEARS 2019-2023

**Administration:** In FY19, PDP looks to fill staffing vacancies through hiring additional uniform classes.

PDP's new payroll and time management system, which is being implemented in CFCF as part of an initial pilot, will be expanded to other facilities beginning in FY20. This system will improve employee tracking and overtime monitoring with its comprehensive reporting feature.

Lastly, PDP intends to expand composting to four additional correctional facilities so that all six facilities have composting capacity. Based on PDP's current population, this has the potential to save as much as 70% of PDP's disposal costs for solid waste. This average is based on several moving variables (change in population, proper single stream recycling, and tipping fees).

FY19 Strategic Goals				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percent of newly admitted inmates that are processed and housed within 24 hours of admission <sup>1</sup>	100%	100%	100%	100%
Average daily prison census: number of inmates in custody	6,987	6,759	6,640	5,800
Actual spend on overtime	\$31,197,142	\$16,805,717	\$34,108,863	\$30,039,861

<sup>1</sup> The 24-hour period is self-imposed threshold and is not a legal requirement. The goal is for 100% of inmates to wait no longer than 24 hours (current average is 8-10 hours).

**Maintenance:** This program will proceed with key capital projects at the HOC in FY19. A new parking lot featuring 333 spaces, new lighting, video surveillance, concrete curbs, and retention basins for stormwater drainage will be built (projected completion in December 2018). New generators and electrical switchgear with an automatic transfer switch will also be installed in FY19 (projected completion in November 2018).

PDP will also implement a work order system that will help ensure that work orders and projects are tracked and completed efficiently. The system will be an automated online system for scheduling and tracking all work orders, and it will include scheduling and time-tracking, and will include parts required on all facility maintenance performed by City workers. The system will be connected to the Inventory Management System. All parts required for jobs ordered online will be monitored between the two systems.

<b>FY19 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>Implement work order system for efficient completion and tracking of work orders and projects.</li> <li>Continue energy and waste reduction efforts.</li> </ul>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Total amount of overtime for maintenance staff <sup>1</sup>	\$839,378	\$378,049	\$800,000	\$800,000

<sup>1</sup> Overtime for maintenance staff is driven by staffing levels and emergency needs.

**Medical and Psychiatric Services:** As opioid abuse continues to climb, this program will, as recommended by the Mayor's Opioid Task Force, initiate medication-assisted treatment (MAT) for eligible opioid-addicted inmates.

PDP also plans to establish a pilot program that tracks post-release appointments with community behavioral health providers for sentenced patients who are seriously mentally ill in order to assure continuity of care for chronically ill inmates after release. Patients receive a supply of medications and refill prescriptions at release.

Lastly, this program will aim to achieve ten hours of therapeutic time out-of-cell for segregated patients. Research literature supports that unmitigated cell time affects behavioral health negatively. Corrections entities nationwide are being encouraged to change their security practices to mitigate the adverse effects of segregation.

<b>FY19 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>Establish a pilot program that tracks post-release appointments with community behavioral health providers for sentenced patients who are seriously mentally ill.</li> <li>Achieve ten hours of therapeutic time out-of-cell for segregated patients.</li> </ul>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percentage of eligible inmates receiving behavioral medications within 48 hours of admissions <sup>1</sup>	N/A		90%	
Percentage of STD-positive patients treated before release <sup>2</sup>	N/A	85%	90%	90%

<sup>1</sup> This is a new measure for FY19. Baseline data is being collected in FY18.

<sup>2</sup> This is a new measure for FY18. PDP anticipates that an increase will be achieved during the second half of the year through continuing education of responsible clinical staff on all shifts (24/7) to assure that the new testing protocol provides test results as early as possible.

**Security and Operations:** In FY19, PDP will depopulate its outside housing contracts for an expected 34% reduction in the inmate population in alignment with MacArthur Grant efforts. As the population declines, PDP plans to close certain outside facilities. The initial impact to the budget will be a reduction of \$2.6 million with the closure of one outside facility.

PDP will also initiate a Space and Planning Study for the Philadelphia Prison System. As outlined under the Accomplishments section above, this will involve analysis of the existing facilities at the PDP compound for the most effective method to accommodate planned inmate population reduction goals and associated changes.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>• Fully utilize on-campus bed capacity to minimize the need for outside housing by maximizing the usage of all appropriate beds based on custody levels.</li> <li>• Reduce usage of outside housing contracts as the inmate population declines.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percentage of beds unusable due to classification/appropriate custody level <sup>1</sup>	4.1%	1.4%	N/A	
Number of inmates in contracted beds <sup>2</sup>	505	274	245	0

<sup>1</sup> This measure is a descriptive measure for pretrial inmates. No target can be set because PDP cannot predetermine anticipated custody level populations.

<sup>2</sup> Generally, as the inmate census declines, costs associated with contracted beds are also expected to decline. However, PDP's need for contracted beds will still vary somewhat depending on the makeup of the census. The ultimate goal is to close all outside housing contracts other than one, but PDP will revisit a specific goal for FY19 at the end of FY18.

**Social Services/Reentry:** In FY19, the implicit/explicit bias training program will also be rolled out at the Training Academy. The intended impact of Implicit/Explicit Bias is to reduce bias, interrupt biased behavior, and reduce racial anxiety at the individual and organizational level. All stakeholders in the MacArthur Grant are to receive this training, and PDP's senior staff has been trained.



Inmate meal workers at CFCF.

PDP will also increase pre-release and post-release engagement for RISE services. RISE will conduct "in-reach" during inmates' pre-release phase for the purposes of continuity of care upon release/discharge. In-reach may consist of informal informational sessions to educate clients about post-release services, formal interviews to determine acceptance into RISE, and comprehensive discharge planning. A heightened level of engagement services provided pre-release will help ensure that the client follows through with accessing the necessary services in the community upon discharge. Staff have

been re-deployed from the Restorative and Transitional Services Unit to the RISE Unit to begin discharge planning for RISE services upon release.

Lastly, PDP will provide services to help decrease re-incarceration rates. PDP is planning to implement a validated risk/needs tool. This tool will aim to help reduce the number of people who reoffend after release by identifying individuals' treatments needs. The services/supports to be provided will be based on the client's risk assessment. The goal is to provide "evidence-based services" or services validated to be effective in reducing recidivism. The first year shows immediate measurements of the re-offending rate, and a three-year-term shows longer term results. Three years is the standard measurement of re-incarceration. One and three years' measurements were established at PDP in 2007.

<b>FY19 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>• Implement validated risk/needs tool.</li> <li>• Increase pre- and post-release engagement for RISE Services.</li> <li>• Provide services to support decrease in one-, three-, and five-year reincarceration rates.</li> </ul>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Sentenced inmates participating in an educational or treatment program <sup>1</sup>	77.9%	76.2%	80.5%	80.5%
Re-incarceration rate: one-year <sup>2</sup>	37.1%	38.9%	≤ 38.0%	≤ 38.0%
Re-incarceration rate: three-year <sup>3</sup>	57.9%	55.5%	≤ 57.0%	≤ 57.0%

<sup>1</sup> Prisons is making every effort to enroll sentenced inmates in programs and work assignments. A decrease of placements in work release, work assignments, and programs is impacting Prisons' goal. This measure refers to educational or treatment programs, which are one component of inmate placements. Other inmates are placed into institutional or job training programming.

<sup>2</sup> PDP's one-year re-incarceration rate is based on the number of prisoners who are released from PDP custody and return to PDP custody. The measure for FY18 is comprised of prisoners released from July 1, 2016 through June 30, 2017. If an inmate returns within the specified date ranges one year from that window, that inmate is counted in the one-year figure.

<sup>3</sup> PDP's three-year re-incarceration rate is based on the number of prisoners who are released from PDP custody and return to PDP custody. The measure for FY18 is comprised of prisoners released from July 1, 2014 through June 30, 2015. If an inmate returns within the specified date ranges three years from that window, that inmate is counted in the three-year figure.

# PROCUREMENT

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## MISSION

The Procurement Department assists in getting the City all the materials and services it needs to serve its residents. Procurement inspects supplies and property purchased under City contracts and certifies local businesses. The Department also manages public advertising for things like election and health notices, open bids for contractors, and other City needs.

Procurement accomplishes this work through the following programs:

- **Services, Supplies, and Equipment (SS&E):** This program is responsible for Philadelphia's formal and informal contracts for procurement of City services, supplies, and equipment as per the requirements of the Philadelphia Charter (Section 8-200) and Philadelphia Code.
- **Public Works:** Through this program, the City utilizes formal contracts for the procurement of its public works (construction) contracting for City-owned or leased facilities. This program also includes concessions contracts, which are public-private partnerships between the City and a business in order to generate revenue.
- **Inventory Disposal/Control:** This program tracks assets from the purchase, ownership, and disposal lifecycle, and includes random inspections to ensure vendors' compliance with contracts.
- **Vendor Engagement:** This program includes customer service and vendor outreach initiatives, including marketing City procurement contract opportunities and programs, answering questions from vendors and City employees, and registering vendors in PHLContracts, which is the City's new eProcurement system.
- **Administration:** This program is responsible for the strategic direction of all Procurement program areas and oversees training and human resource policies and procedures. This program also includes required advertising for all City departments, boards, and commissions.

## ACCOMPLISHMENTS

**Services, Supplies, and Equipment (SS&E):** In FY18, Procurement conducted a total of eight Reverse Auctions, which are auctions that allow vendors to bid and then re-bid against each other until the lowest price is reached. These auctions resulted in approximately 20% savings to affected contracts, as compared to the prior contract. Affected contracts include concrete slab, toilet paper, recycling bins, toweling and wash cloths, and water treatment chemical contracts.

Procurement has also seen an increase in Minority-, Women-, and Disabled-Owned Businesses (M/W/DSBE) participation on informal contracts in early FY18. The participation rate in FY18 Q1 was 16.4% citywide, as compared to 9.0% in FY17 Q1, and surpassing the goal of 15% in early FY18. Informal contracts are bids with an expected value that is under \$32,000, but greater than \$500.

**Public Works:** Since the November 2016 implementation of PHLContracts, which is the City's new eProcurement system, contract processing time has decreased. Processing time from bid initiation to award is currently just under 75 days, and this is down from 83 days prior to the rollout of the new system. Processing time from bid initiation to contract purchase order is currently 117 days, down from 137 days prior to implementation of the new system. In addition the number of responses received from M/W/DSBE primes<sup>41</sup> increased from 1.0% to 10.4% of contracts. These positive changes demonstrate the extent to which the City has benefited from the ease of online bidding, as PHLContracts has helped create a more efficient, competitive, and diverse bidding arena, which should lead to better value for taxpayer money. In

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<sup>41</sup> M/W/DSBE primes are M/W/DSBEs that bid on a contract as the prime contractor that is responsible for the project.

addition, through its use of concessions contracts,<sup>42</sup> the Public Works program has continued to generate revenue for the City.

**Inventory Disposal/Control:** This program posts all surplus inventory to a local vendor, which hosts online government auctions for vehicles, equipment, excess office supplies, and other surplus goods. Procurement promotes its auction services and visits City agencies to help identify and manage surplus inventory that can be sold. This program has assisted the Division of Aviation, the Department of Public Health, the Free Library, and the Department of Records with the removal of surplus inventory over the last year.

Procurement has also begun to host quarterly workshops to assist stakeholders with the proper tracking and disposal of their assets. These workshops, which are held for departments, educate departmental staff on the proper protocol for disposing of, transferring, and keeping track of their assets so that these assets are not misplaced. Workshops help to ensure that new City employees are familiar with the process.

**Vendor Engagement:** As of January 2018, just over 2,000 vendors had registered in the PHLContracts eProcurement system. Twenty-nine percent of registrants are M/W/DSBEs and the registry has grown at a monthly rate of over 11.3%, with a 359% total increase in the number of registered vendors since the launch of PHLContracts. As Procurement continues to conduct internal and external outreach to prospective vendors, the registry continues to grow. Internal outreach includes registration events that the Department holds on the second Thursday of every month with the goal of educating vendors on how to do business with the City and how to register in PHLContracts. External outreach includes events outside City government at which Procurement is invited to speak and present, such as speaking engagements at the Chambers of Commerce, at quasi-governmental agencies, and diversity summits hosted by elected officials. The growth in M/W/DSBEs in PHLContracts is in line with the Administration's strategy to improve diversity and inclusion to better reflect the diversity of Philadelphia's citizens.

This program has also implemented a more user-friendly payment environment for vendors who do business with the City. Specifically, using a new fee portal that went live in March 2017, vendors can now pay fees online. Fees payable online include the City's Bid Processing Fee, Annual Bid Security Fee, Performance Security Fee, and Bid Result Fee. This new portal increases vendors' flexibility, as they now have the option of making an instant payment. Vendors also receive immediate confirmation of payment and submit these confirmations with their bids or contracts.

**Administration:** In addition to rolling out the technological improvements outlined above, Procurement has continued to focus on improving diversity in the City's contracting. Specifically, Procurement has worked with the Office of Economic Opportunity (OEO) in the Commerce Department to better integrate with OEO's Contract Compliance Reporting System with respect to registration, reporting, and sourcing efforts, starting in January 2017.

On May 16, 2017, Philadelphia voters approved the City's Best Value procurement ballot question, resulting in a Charter change that authorizes Philadelphia to use "Best Value" procurement for certain complex bids. This best practice means that Procurement will be able to evaluate these bids on criteria other than price. Additional criteria under Best Value include past project performance, M/W/DSBE compliance on past projects, quality, project team, technical ability and experience, on time and on budget, management plan and schedule, and environmental characteristics. Best value is intended to be used for the most complex and highest-dollar-value contracts where price alone may not determine the best outcome for the City. Procurement is working with several departments to prepare and solicit several Best Value opportunities. It is expected that two to five Best Value opportunities will be posted by the end of FY18.

Procurement has also begun to roll out the City's Vendor Performance Module, which is supported by PHLContracts and will be used to evaluate vendor performance during the contract period. Vendor

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<sup>42</sup> Concession(s) contracts are for the sale of products or the rendition of services for consideration on or using City property, if not otherwise authorized under a lease, sublease, or other legal arrangement with the City. "Concession" does not include the sale of products or rendition of services by the City.

performance documents will be used to enter a summarized rating from the City's departmental Contractor Performance Evaluation reports. This documentation provides transparency in allowing vendors to view and respond (as applicable) to agency feedback. Performance documents will be visible to agency users, and quantitative evaluation will support vendor performance scorecards. A low-performing vendor could be disqualified from being awarded a new contract based upon the vendor's overall performance rating. This system will provide the City with a standardized platform for rating vendor performance and for receiving feedback from vendors about projects and vendors' performance, and will enable the City to prepare ad hoc vendor performance reports on a contract-by-contract basis. This module was made operational for Public Works contracts starting in February 2018.

## PLANS FOR FISCAL YEARS 2019-2023

**Services, Supplies, and Equipment (SS&E):** In FY19, Procurement will continue to implement process improvements that will decrease processing times, increase competition for City contracting opportunities, and enhance the use of strategic sourcing initiatives, resulting in SS&E contracts that deliver the best value possible to the City and its stakeholders.

FY19 Strategic Goals				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Average number of days from bid initiation to award <sup>1</sup>	237	132	110	110
Average number of bidders per awarded contract(s) <sup>2</sup>	3.4	2.5	4.0	4.0
Percentage of SS&E contracts awarded to Minority-, Women-, and Disabled- Owned Business Enterprises (M/W/DSBEs) <sup>3</sup>	21.0%	N/A	35.0%	35.0%
Percentage of Small Order Purchases (SOPs) awarded to M/W/DSBEs <sup>3</sup>	16.0%	N/A	20.0%	20.0%

<sup>1</sup>Procurement has experienced a temporary increase in processing times as the department makes process changes and implements PHLContracts. Every effort is being made to decrease processing times and ensure there is no lapse in contract-related services. eProcurement Training for citywide and SS&E staff began in Q2 and Q3 of FY17. Implementation of eProcurement for SS&E began in Q4 of FY17, including pulling back paper bids to convert to electronic bids, which artificially inflates processing times. Further, staff turnover of over 40% over the past 3 to 6 months contributed to processing time delays.

<sup>2</sup>Competition in the first quarter of FY18 decreased slightly as many of the bids opening during that period have historically low competition (approximately 1 to 2 bidders on average). For example, Procurement processed approximately 15 food bids that historically have an average of one to two bidders per bid.

<sup>3</sup>This is an annual measure, and it is tabulated at year-end. Contracts are conformed throughout the year, and the rate may vary across quarters, depending on the value of contracts conformed to date.

**Public Works:** In FY19, Procurement will continue to implement process improvements that will decrease processing times, increase competition for City contracting opportunities, and enhance the use of strategic sourcing initiatives, resulting in Public Works contracts that deliver the best value possible to the City and its stakeholders. Procurement will meet monthly with departments to strategize and forecast upcoming contracting opportunities and to recommend better sourcing strategies to achieve the objectives of departments' projects; educate departments on best practices established for Best Value opportunities; assess data collected from PHLContracts and coordinate with low-performing departments to achieve better results by leveraging the information and tools made available through the system; and roll out the vendor performance module with vendor and departmental user training.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>• Improve sourcing and marketing of bidding opportunities through partner organizations (Pennsylvania Public Purchasing Association, The Institute for Public Procurement, local Chambers).</li> <li>• Increase vendor outreach to attract local, small, and diverse businesses through monthly vendor trainings.</li> <li>• Develop strategic purchasing plans with client departments to improve competition on bids.</li> <li>• Work with consultants (employees in other City departments) to improve the structure of bid/RFP documents to make them clearer.</li> <li>• Engage staff to assess the organizational structure of responsibility for bid development and contract management.</li> </ul>				

FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Average number of days from bid initiation to award	83	96	75	75
Average number of bidders per awarded contract(s) <sup>1</sup>	4.0	4.2	5.0	5.0
Percentage of contracts awarded to Local Business Entities (LBE)	75.7%	77.4%	75.0%	75.0%
Percentage of Public Works contracts awarded to M/W/DSBEs <sup>2</sup>	25.9%	N/A	35.0%	35.0%

<sup>1</sup> Competition has increased overall by approximately 12% from FY17.

<sup>2</sup> This is an annual measure, and it is tabulated at year-end. Contracts are conformed throughout the year, and the rate may vary across quarters, depending on the value of contracts conformed to date.

**Inventory Disposal/Control:** Procurement will continue to hold revenue-generating online auctions for surplus goods over the life of the Plan. The Department will also identify and implement a new citywide inventory management system, which will replace antiquated technology and manual inventory-tracking processes, improve data accuracy, and decrease how long it takes to manage and track inventory.

FY19 Strategic Goals				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Total revenues earned across the program <sup>1</sup>	\$1,034,849	\$962,864	\$1,235,000	\$1,235,000

<sup>1</sup> This is dependent on the vehicle replacement cycle. Revenues from vehicle sales are included within the Office of Fleet Management. Procurement expects to meet or exceed its annual projection.

**Vendor Engagement:** Procurement will continue to expand its efforts to market City contracting opportunities to prospective vendors, utilizing social media and special events. The Department will also continue to develop training opportunities for external and internal stakeholders. By increasing awareness of bid announcements using various platforms, Procurement expects to encourage more vendors – with a focus on local and diverse businesses – to bid on City contracts.

FY19 Strategic Goals				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percent of external survey respondents that rate customer service as Satisfactory or better <sup>1</sup>	N/A	98.0%	98.0%	98.0%

<sup>1</sup> As a result of the PHLContracts project, Procurement did not issue surveys in FY17. Procurement is restarting its surveys in FY18. Survey redesign is in progress to promote responses.

**Administration:** Procurement will continue to implement initiatives that enable the Department to fulfill its strategic goals and performance targets. The Department will also continue to research and manage the advertising costs related to Citywide mandated advertising for various initiatives, including but not limited to regulations, legal requirements, and elections. A cross-departmental working group will be established to evaluate and suggest ways to improve the City's payments to vendors. The working group will develop goals and objectives to assist Procurement in improving payments.

FY19 Strategic Goals				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Average invoice processing times for Citywide advertising <sup>1</sup>	31	22	45	30
Percent of citywide advertising not related to bid advertisements	66.0%	64.4%	66.0%	66.0%

<sup>1</sup> Metric tracked starting January 2017. Procurement has some upcoming staffing changes that are likely to result in higher processing times, meaning that the average is likely to increase during the remainder of the year, bringing the Department's performance closer to 45 days.

# PROPERTY ASSESSMENT

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## MISSION

The Office of Property Assessment (OPA) is responsible for determining the value of all real property in Philadelphia and is dedicated to doing so in a fair, accurate, and understandable way. OPA's primary goal is, through ongoing assessments, to improve the accuracy and uniformity of all property values and to instill confidence in Philadelphia taxpayers regarding the fairness of the property tax system, as well as the competency and professionalism of Philadelphia's assessment office.

## ACCOMPLISHMENTS

**Appeal Processing:** During the past year, OPA continued to answer appeals that were filed as a result of change of assessments that were proposed for Tax Year 2017. The reassessment project was focused on improving land values across the city. All vacant land parcels were reassessed, and most saw revised assessments. Most of these changes affected parcels for which the land allocation was non-uniform (between and within property types), or simply inaccurate, and had not sufficiently taken into account the value of the land as a ratio of the total Market Value. OPA's objective was to have land (both vacant and improved) assessments reflect the value for which undeveloped land would sell. As a result of the 520,000 assessment changes that were proposed, 8,019 informal appeals were filed with and subsequently addressed by OPA. Another 4,370 formal appeals were filed with the Board of Revision of Taxes (BRT). (Both informal and formal appeals were filed on 1,087 properties.)

**2018 Reassessment Initiatives:** The agency is committed to conducting ongoing, regular comprehensive reassessments that will improve and maintain the quality of assessments throughout the city. For FY18, many properties were revalued, including many commercial and industrial properties. This resulted in assessments that more accurately reflect the prices that hotels, office buildings, apartment buildings, retail shopping centers, warehouses, and other commercial parcels are selling for in the open market and enhancing uniformity among all properties. In 2016, OPA began an intensive data-gathering effort that included all commercial property within Philadelphia. OPA undertook this initiative in order to update its records to include current data relating to local commercial sales, income and expense data, vacancy rates, and appropriate income capitalization rates. Additionally, OPA has, at the recommendation of City Council and the Actual Value Initiative (AVI) Monitoring Group, contracted with outside commercial real estate appraisal professionals who are experienced in the local commercial real-estate market to assist in this data-gathering, valuation, and appraisal training effort. The assessments for FY18 were certified on March 31, 2017, and approximately 60,000 assessment notices for all types of parcels were mailed during the first two weeks of April of 2017.

As a result of the proposed assessment changes for Tax Year 2018, 4,359 informal appeals (First Level Review applications) were filed. To date, 3,938 have been addressed by OPA. Additionally, 6,397 formal appeals were filed with the BRT. BRT began hearing these appeals in November of 2017 and has heard 1,278 appeals as of the end of January 2018.

**Computer-Assisted Mass Appraisal (CAMA) Acquisition:** In the United States (as well as in most of the rest of the world), annual assessments are completed with the assistance of modern, technology-driven software programs that produce value estimates from automated multiple regression models. The City of Philadelphia has been committed to improving its assessment process via the acquisition of a Computer Assisted Mass Appraisal (CAMA) system. As the result of a Request for Proposal (RFP) process, and in conjunction with the Office of Innovation and Technology (OIT) and the Office of the Director of Finance's Office of Property Data (OPD), OPA contracted successfully with a vendor for a CAMA system in the summer of 2017. Ongoing comprehensive, citywide reassessments will require a CAMA system that will allow and support sophisticated mass appraisal methodology and statistical analysis, as well as detailed

property characteristic maintenance, to facilitate a much more efficient assessment recertification process, resulting in faster reissuance of property tax bills after recertification. The vendor is scheduled to begin implementation in early 2018. Pre-implementation work (data cleansing, process modification, implementation planning) began in late 2017.

## PLANS FOR FISCAL YEARS 2019-2023

Comprehensive Reassessment Plans: For FY19, OPA will undergo a full, comprehensive reassessment project. In mid-2017, OPA began data-gathering and sales validation for the purpose of reassessing all 580,000 residential, commercial, industrial, institutional, and governmental properties in Philadelphia. New proposed value changes will be used to update the assessment rolls on March 31, 2018. While the goal will continue to be improved uniformity and accuracy, overall market value changes are not expected to be as drastic as what was proposed for the full AVI initiative in 2014 because OPA has undertaken projects each year to update information and improve the accuracy of assessments.

Subsequent reassessment projects will continue to address uniformity and accuracy deficiencies in each category of property, and will include comprehensive reassessment of all properties annually.

Computer-Assisted Mass Appraisal (CAMA): The implementation of a modified, off-the-shelf CAMA system is usually a 24- to 36-month process that includes data cleansing, data conversion (for OPA, conversion from multiple database management systems), in-depth quality testing and control, and comprehensive training. A CAMA vendor is now under contract, and the implementation process should begin by the vendor by early 2018.

Annual reassessments will take place using the OPA's existing database management systems for FY19 and FY20. While some modules of a new CAMA system may be in place for use during the FY20 reassessment, the first reassessment project for which a new CAMA system could be used for the entire process would be in 2020 for FY21.

FY19 Performance Measures				
Measure <sup>1</sup>	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Coefficient of Dispersion <sup>2</sup>	0.13	0.11	$\leq 0.15$	$\leq 0.15$
Overall single-family price-related differential <sup>3</sup>	1.06	1.05	$> 0.98 \text{ & } < 1.03$	$> 0.98 \text{ & } < 1.03$

<sup>1</sup> FY18 YTD is based on current projections from mass appraisal models. Values are currently under review by OPA Evaluation staff and are subject to revision. Final values will be available for study after certification 3/31/2018. Ratio study compares time adjusted sale prices to 2019 projected values as of December 31, 2017. Transactions used in this study were subject to the following qualifications: Sales from January 1, 2014 to June 30, 2017.

<sup>2</sup> The Coefficient of Dispersion (COD) is considered the most reliable, and therefore is the most frequently used, measure of assessment uniformity in ratio studies. It is based on an average absolute deviation, but expresses it as a percentage and provides a more objective measure of uniformity that is independent of the level of appraisal. A COD of less than 0.15 is considered to be very good for a jurisdiction with the number of parcels and the heterogeneity of housing stock that exists in Philadelphia. In general, low CODs are associated with a more uniform level of assessment.

<sup>3</sup> This measures assessment progressivity or regressivity. Assessments are considered progressive if high-value properties are relatively over-appraised, and regressive if high-value properties are under-appraised relative to low-value properties. While no differential (a PRD of 1) is considered perfect, PRDs tend to have an upward bias due in part to assessment time lags. A PRD between 0.98 and 1.03 is considered acceptable.

# PUBLIC HEALTH

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## MISSION

The Department of Public Health (DPH) promotes and protects the health of every Philadelphian and provides a safety net for the most vulnerable.

DPH accomplishes this work through the following programs:

- **Administration and Support:** This program provides administration and support services to the department and includes DPH's fiscal, human resources, facilities, and fleet programs.
- **AIDS Activities Coordinating Office (AACO):** This program supports multiple strategies to prevent and treat HIV/AIDS. The program works to make it easier for everyone, including people who live in underserved communities, to get the HIV services they need. Services provided include HIV/AIDS case management, community education, and more.
- **Air Management Services (AMS):** This program protects the health of residents by reducing the pollution in the air we breathe. It monitors air pollutants, enforces air quality standards, evaluates and responds to air and noise concerns, runs an air-monitoring lab, and monitors other air pollutants, like asbestos and diesel.
- **Ambulatory Health Services (AHS):** This program operates primary care and dental health centers for low-income and uninsured Philadelphians.
- **Chronic Disease Prevention:** This program pursues initiatives and policy interventions to reduce deaths and illness from chronic diseases, such as heart disease, diabetes, and cancer.
- **Disease Control:** This program prevents, controls, and reports on diseases and health conditions that are contagious. Staff members ensure that residents are vaccinated to prevent infectious diseases, and focus on sexually-transmitted diseases, tuberculosis, and other contagious diseases. Disease Control also develops and implements public health emergency response plans for the City, and works to make sure Philadelphians are prepared for any kind of public health emergency.
- **Environmental Health Services (EHS):** This program enforces statutes, provides education and training, responds to emergencies, and issues licenses and permits in order to assure a healthy environment for Philadelphians. Activities include inspections of restaurants, special events, day care centers, nursing homes, public pools, and more; and controlling disease vectors like rats, insects, and bats.
- **Health Analysis, Information and Strategy:** This program provides analytical services to enable good public health decision-making. The program includes the department's opioid program, information technology (IT) services and analysis capabilities, as well as its epidemiological analysis, strategy, policy, government relations, and communications functions.
- **Health Systems:** This program provides support for health systems and direct health services in the Philadelphia community for those with high need and with limited access to care. Examples of services include long-term care and nursing home services.
- **Lead and Healthy Homes:** This program protects the health of children and families by improving the quality, health, and safety of low-income housing in Philadelphia. It prevents lead poisoning, provides in-home services to families, inspects homes, remediates hazards, and enforces lead laws and regulations.
- **Maternal, Child and Family Health (MCFH):** This program provides health and support services targeted toward women, children, and parenting families. Specific services include home visiting, breastfeeding support, and outreach and education. This program also provides services for children with special health care needs and services to help pregnant women get health care in order to have healthy babies.

- **Medical Examiner's Office (MEO):** This program provides comprehensive death investigation services. Its pathologists assemble information to determine the cause and manner of death for Philadelphians and disseminate reports on leading causes of death.
- **Public Health Laboratory:** This program provides state-of-the-art laboratory functions to test for disease outbreaks, illnesses, and threats to the public health, as well as supports the clinical laboratory needs of patients in the City's health centers. The lab focuses on different types of laboratory analysis, including microbiology, clinical chemistry, and immunology.

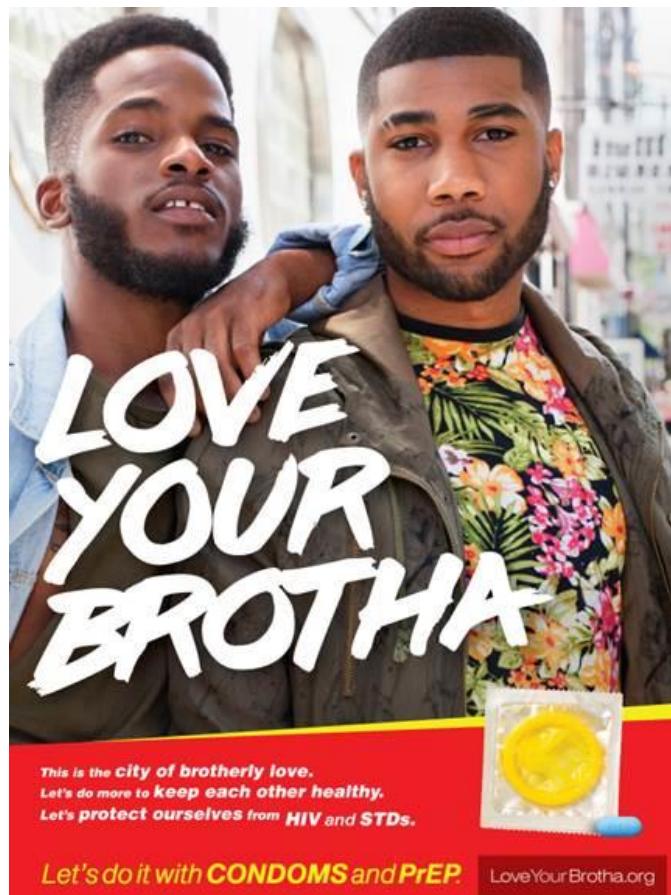
## ACCOMPLISHMENTS

**Administration and Support:** Over the past year, staff at DPH has implemented or improved several processes which have resulted in administrative efficiencies. These include the development of improved fiscal performance dashboards for use by each of the department's programs, issuing a Request for Proposal (RFP) and awarding a contract for an improved human resources applicant tracking system, and strengthening the use of electronic signature processes. As a result of implementing electronic signatures, the median number of days to conform Department contracts has been reduced from its high point in FY17 of 63 days to its current processing time of 46 days.

**AIDS Activities Coordinating Office (AACO):** With a continued focus on reducing HIV and AIDS prevalence in Philadelphia, AACO implemented a new condom campaign in 2017, *Love Your Brotha*, targeting men who have sex with men. The campaign is designed to decrease HIV and sexually transmitted disease infection rates among this target population. To date, the campaign, which directs viewers to a website containing more information and resources about condom use and PrEP (pre-exposure prophylaxis), has resulted in over 32,000 clicks, indicating that it is reaching the target audience.

**Air Management Services (AMS):** AMS continued to collect air pollution data and make information about the current air quality in Philadelphia publicly available through its Real-Time Air Quality Information website. Additionally, AMS coordinated with City and Commonwealth leadership regarding the Volkswagen federal fraud settlement, which requires the Volkswagen Corporation to pay approximately \$2.7 billion into an Environmental Mitigation Trust Fund to offset excess air pollution emitted by its vehicles. Pennsylvania expects to receive a portion of these funds over the next ten years, and has begun the process of determining how these funds will be spent. Money received by the City will provide funding for programs designed to reduce air pollution.

**Ambulatory Health Services (AHS):** AHS completed implementation of its electronic health records system across its primary care and dental service sites. Benefits of the transition to electronic health records include but are not limited to enabling quicker access to patient records, improving the privacy and security



An image from AACO's new condom campaign, Love Your Brotha.

of patient data, and reducing medical errors. Phase one of the planned expansion of Health Center 10 in northeast Philadelphia was also completed, and Phase two is projected to be completed by early 2019. This capital-funded expansion will allow for approximately 5,000 more patients to be seen each year, reduce patient wait times and allow the Health Center to better meet patient needs. Finally, with the additional funding for Patient-Centered Medical Home (PCMH) care improvements provided in FY18, AMS hired behavioral health specialists to improve care for patients who have behavioral health needs.

**Chronic Disease Prevention:** This program implemented new tobacco retail regulations and launched an online portal for tobacco retailers to complete the application for a license and pay the associated fee online. Additionally, Chronic Disease Prevention hired additional staff persons and trained them on how to conduct inspections to ensure tobacco retailers are in compliance with the new regulations.

**Disease Control:** Disease Control identified a new site for Health Center 1, which was previously located at 500 South Broad Street. The health center will move to the new site at Constitution Health Plaza, 1930 S. Broad Street. Disease Control also strengthened emergency preparedness competencies within the Department by significantly improving response times through the emergency notification system.

**Environmental Health Services (EHS):** In the FY18-22 Five Year Plan (FYP), the Department received funding to add 20 additional sanitarians and supervisors to its budget, a \$1 million investment which will be offset by revenue generated from inspection fees. EHS hired all sanitarian positions in the first half of FY18 and is now onboarding and training the staff. This investment will result in more frequent restaurant and food establishment inspections in the short term and a reduction in foodborne illness over the longer term. It is expected to reduce the number of months between food establishment inspections once the new sanitarians are fully trained and deployed in the field. For the first half of FY18, the inspection interval has been reduced to 15.4 months, down from a high point of 17.4 months in FY17.

**Health Analysis, Information and Strategy:** To address Philadelphia's opioid epidemic, this program produced and disseminated a public education campaign to warn Philadelphians about the risks of prescription opioids, distributed opioid treatment guidelines to 16,000 physicians, and distributed thousands of doses of Naloxone to prevent fatal overdoses. DPH also released an updated departmental strategic plan and issued a *2017 Health of the City Report*, the first of a series of annual reports designed to provide the public, stakeholders, policy-makers, and health leaders with health information to empower decision-making around the health of Philadelphians.

**Health Systems:** The Philadelphia Nursing Home participated in two performance audits to identify areas for improvement for the benefit of residents. As a result, the Nursing Home is prioritizing quality improvements in the areas of fall prevention, behavioral health services, and nutritional monitoring of residents. The City also issued a Request for Proposal for a nursing home operator who can strengthen compliance and ensure oversight of its safety net nursing home services for vulnerable Philadelphians and expects to make a selection by the beginning of FY19.

**Lead and Healthy Homes:** The FY18-22 FYP also included an investment of over \$900,000 annually to enhance education and enforcement for the Lead and Healthy Homes program. Using these funds, this program expanded its efforts to combat childhood lead poisoning in FY18, with the goal of providing 300 homes with lead remediation. The program has hired eight out of 11 staff persons funded with the additional investment to improve enforcement, education, and outreach efforts and incorporated education about lead risks into various infant home-visiting programs. Program staff worked to notify landlords, through the issuance of thousands of letters, of a law protecting tenant children from lead paint and to enforce compliance of the law through the issuance of Code Violation notices. Lead and Healthy Homes also issued the department's first-ever Childhood Lead Poisoning Surveillance Report for Philadelphia.

**Maternal, Child and Family Health (MCFH):** In FY18, MCFH launched a safe sleep public education campaign to inform families of safe sleep practices. MCFH also continued to provide health and support services to new mothers and families, maintaining high levels of women initiating breastfeeding, an

important indicator of child and family health. In Philadelphia, over 80% of women initiate breastfeeding, about seven percentage points higher than the Pennsylvania breastfeeding initiate rate.

**Medical Examiner's Office (MEO):** More than 900 people died in Philadelphia from a drug overdose in 2016 and opioids were present in more than 80% of these cases. This historically high rate of opioid-related deaths has resulted in higher numbers of death investigations, and the MEO hired an additional staff person in late FY17 to assist with this increased workload. The MEO also continued its practice of conducting comprehensive death reviews in order to identify ways to prevent future injuries and deaths, and issued a Homeless Death Review Report in December 2017.

**Public Health Laboratory:** The Public Health Laboratory made significant progress on design and implementation of a new lab information services system to improve timely and reliable test reporting to community providers. The new system is expected to be fully implemented in the first half of FY19.

## PLANS FOR FISCAL YEARS 2019-2023

**Administration and Support:** This program will strengthen and better coordinate internship programs across the Department to identify and recruit highly qualified future employees. Additionally, Administration and Support will work with the City's Office of Open Data and Digital Transformation to recreate the Department's website, providing easier access to sought-after and important health information.

FY19 Strategic Goals				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percent of fleet vehicles compliant with preventive maintenance schedule <sup>1</sup>	95.5%	97.5%	85.0%	85.0%
Median number of days to conform department draft contract	63	46	70	65

<sup>1</sup> DPH expects to increase vehicle numbers for increased lead poisoning prevention outreach and restaurant inspections. This may result in a slight decrease in compliance.

**AIDS Activities Coordinating Office (AACO):** AACO has set a goal of decreasing HIV diagnoses from 540 in 2015 to 315 in 2020 by increasing viral suppression among people living with HIV and increasing access to HIV pre-exposure prophylaxis for those at risk of exposure to HIV.

FY19 Strategic Goals				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of new HIV diagnoses <sup>1</sup>	480	269	550	550
Number of clients served by department-funded Ryan White outpatient ambulatory health system in Philadelphia <sup>2</sup>	11,518	11,619	11,850	11,850

<sup>1</sup> Being below the target is the Department's goal. Lower numbers mean less HIV in Philadelphia communities.

<sup>2</sup> This is a cumulative measure.

**Air Management Services (AMS):** AMS will establish the Philadelphia Air Quality Survey project – an extensive, routine monitoring of air pollution at the neighborhood level through at least 50 sensors – and produce at least one report of 12 months of continuous measurements.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Establish Philadelphia Air Quality Survey, a system to measure air pollution at the neighborhood level in each season.</li> <li>Continue to coordinate City's response for Volkswagen settlement funding for air pollution programs.</li> </ul>				
FY19 Performance Measures				

Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of calendar days with air quality index (AQI) rating of 100 or below <sup>1</sup>	354	179	349	350

<sup>1</sup> AQI is influenced negatively by high temperatures, and the Department is not able to predict with certainty if higher temperatures will be sustained in FY18. An AQI of 100 or below constitutes "good" or "moderate" air quality conditions. Estimates are based on air quality engineers' approximations.

**Ambulatory Health Services (AHS):** AHS will continue to provide health services to Philadelphians, focusing on increasing the percent of patients seen in City health centers with hypertension whose blood pressure is controlled (less than 140/90) from 60-65% to 70% and increasing services for patients served by Health Center 10 in Northeast Philadelphia. AHS will also continue to implement the Patient-Centered Medical Homes model in its Health Centers, with a goal of completing certification of all eight City health centers as Patient-Centered Medical Homes by the end of FY19.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Complete certification of all eight City health centers as Patient-Centered Medical Homes.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percentage of visits uninsured <sup>1</sup>	40.9%	40.7%	41.5%	41.0%
Number of patient visits at department-run ambulatory health centers <sup>2</sup>	336,445	168,107	310,000	320,000
Percent of patients ages 18-84 with a diagnosis of hypertension who have controlled blood pressure <sup>3</sup>	65.2%	66.9%	60.0%	70.0%

<sup>1</sup> Philadelphia's rate of uninsured visits continues to decrease as the Affordable Care Act (ACA) continues to support Medicaid.

<sup>2</sup> This is a cumulative measure.

<sup>3</sup> The City's health centers continue to exceed the FY18 target, reflecting the results of care providers case managing at-risk patients compliant with care plans.

**Chronic Disease Prevention:** This program will reduce smoking prevalence from 22% to 18% among adults (age 18 and older) by 2021, through policies that limit marketing of tobacco products and expand smoke-free spaces, and consumer-directed messages. The FY19-23 Five Year Plan includes a proposed \$800,000 of funding over five years for tobacco education campaigns, an evidence-based approach that is estimated to help over 6,000 smokers quit. Funding for this campaign will be fully offset by higher-than-expected revenue from tobacco retailer fees. This program will also focus on halting the increase in adult obesity and decreasing obesity among public school children ages 5 to 18 years from 20.6% in 2014-2015 to 18.5% in 2019-2020 through the implementation of policies and programs that will increase the availability and affordability of healthy food and water, decrease the marketing of unhealthy food and its prominence in institutional and retail settings, and integrate physical activity into the daily life of city residents.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Increase inspection of tobacco retailers to ensure they are not selling tobacco products illegally.</li> <li>Conduct a public education campaign to increase smoking cessation.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Youth tobacco sales compliance	77.0%	79.7%	77.5%	78.5%

**Disease Control:** Disease Control will improve emergency preparedness by increasing Department-wide participation in emergency response drills, offering training to staff in a preparedness curriculum, and

providing specialized training to a dedicated cross-agency public health emergency response team. Disease Control will also continue to work to increase influenza immunization rates for children and to increase the proportion of individuals with chronic hepatitis C virus infection who complete treatment successfully.

<b>FY19 Strategic Goals</b>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Children 19-35 months with complete immunizations 4:3:1:3:3:1	80.8%	80.8%	78.5%	78.5%
Number of patient visits to department-run STD clinics <sup>1</sup>	24,559	11,350	25,000	21,000
Number of high school students who are tested for a sexually transmitted disease through the school screening program	10,820	3,973	10,000	10,000

<sup>1</sup>Health Center 1, the City's STD clinic, will move in FY18 - FY19 and expects a downturn in patient visits during the move.

**Environmental Health Services (EHS):** EHS will continue to conduct inspections of and enforce regulations for food service establishments, swimming pools, tattoo parlors, and other facilities while meeting the increased demand for public event inspections. EHS will also implement changes to the City's restaurant laws that will include reclassification of restaurants as large and small establishments, modifying inspection protocols to reflect these changes and training staff accordingly.

<b>FY19 Strategic Goals</b>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of months between food establishment inspections <sup>1</sup>	15.5	15.4	12.0	12.0

<sup>1</sup>The program plans to continue to make progress towards improving the interval with more restaurant inspectors in FY18. Five additional inspector positions were filled in FY18 Q1, and 16 inspectors were hired in FY18 Q2, and all are being trained and onboarded. These new hires are expected to continue to help decrease the inspection interval.

**Health Analysis, Information and Strategy:** This program will reduce annual drug overdose deaths from the projected 1,200 in 2017 to no more than 1,000 in 2020. To prevent additional individuals from becoming addicted to opioids, DPH will aim to reduce opioid prescribing. In order to address the need for treatment, DPH will aim to increase treatment for opioid use disorder. Lastly, to support the City's overdose prevention and harm reduction strategy, the Plan also proposes adding \$200,000 annually to enable the City to purchase approximately 4,000 additional Naloxone doses to be distributed to City agencies and community partners.

The Five Year Plan also proposes \$225,000 annually to fund a team of physicians who have experience in providing buprenorphine to coach and provide consultation to new providers. This would support an additional 50 providers, who could serve more than 8,000 patients over the next five years. The model is based on a similar program that DPH has implemented to improve care for Hepatitis C.

Health Analysis, Information and Strategy will also continue to produce annual reports on the health status of Philadelphians to inform policies and program plans. The department will also work to achieve re-accreditation by the national Public Health Accreditation Board.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Distribute 20,000+ Naloxone doses throughout Philadelphia to drug users and community members to reduce overdose deaths.</li> <li>Maintain Department's national accreditation through next round of preparations for Public Health Accreditation Board.</li> <li>Develop an annual report on children's health in Philadelphia.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of department digital media views per month <sup>1</sup>	476,551	1,382,718	520,000	1,100,000

<sup>1</sup> In coordination with the Mayor's Office, the department used a new method to more precisely track views beginning in FY18 Q1, thus the FY18 target was increased from 520,000 in FY18 to 1.1M in FY19.

**Health Systems:** Health Systems will monitor and report on access to primary care among Philadelphians city-wide and partner with health plans, systems, and community health centers as part of their community health needs assessments and planning activities to direct primary care services to neighborhoods and sub-populations with inadequate access. The Department will make a final selection on a nursing home operator in the spring of 2018 to enable the new contract to be in place by the beginning of FY19.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Conduct two performance audits to identify areas of improvement for Philadelphia Nursing Home residents.</li> <li>Release report on primary care access in Philadelphia, including areas for improvement.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Philadelphia nursing home average daily census	383	381	380	380

**Lead and Healthy Homes:** By 2021, this program will reduce the number of childhood asthma hospital emergency department visits per year from 6,000 to 4,000 through expanded home-based interventions to reduce asthma triggers. The program will also reduce the number of children exposed to lead with blood lead levels above 5 µg/dL from 1,580 in 2016 to 1,200 in 2020 through education and enforcement of laws on rental housing.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Increase lead-safe certificates in order to assure safe housing is available for low-income families in vulnerable neighborhoods.</li> <li>Increase inspection and outreach efforts for families impacted by lead and in need of property remediation services.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Reported number of children under age 6 years with new lead exposure, defined as elevated blood level of 5 micrograms per deciliter (µg/dL) <sup>1</sup>	1,570	1,034	2,500	2,500

<sup>1</sup> The goal is for fewer children to be exposed to lead. DPH projects higher numbers due to improved screening processes. The program is strengthening its epidemiology and data tracking systems in FY18.

**Maternal, Child and Family Health (MCFH):** By the end of FY21, MCFH will establish a centralized intake system for infant and toddler home-visiting programs and increase the number of high-risk infants and toddlers who have received at least one home visit by 50%.

### FY19 Strategic Goals

- Implement *A Running Start – Health*, a community-based, city-wide plan to improve the health of young children, and assess its success through process and outcome measures.

### FY19 Performance Measures

Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percent of women initiating breastfeeding <sup>1</sup>	80.5%	81.2%	80.0%	81.5%

<sup>1</sup> This is a rolling average and tracks the percent of women within the City who indicated their child was ever breastfed or fed breast milk prior to hospital discharge. The goal is to maintain or increase the percentage. Unknown and missing values are excluded from calculation.

**Medical Examiner's Office (MEO):** The MEO will work to meet the increased workload resulting from Philadelphia's opiate overdose deaths. MEO will also complete its move to a new site at 400 N. Broad Street by the fall of 2020.

### FY19 Strategic Goals

- Implement online payment improvements for Philadelphia residents using MEO services.

### FY19 Performance Measures

Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percent of all cases with autopsy reports issued within 90 calendar days	94.0%	97.0%	90.0%	90.0%
Number of death cases investigated <sup>1</sup>	3,266	1,642	N/A	

<sup>1</sup> This is a workload measure, reflecting required death investigations, over which MEO has no control. Cases investigated by the MEO are determined by statute as cases in which a person has died suddenly and unexpectedly; of trauma or violence; under suspicious circumstances; while not under care of a physician; of a suspected yet unconfirmed public health threat; while held in a public institution such as a prison; or in situations where the body is unidentified or unclaimed by family. The 90% goal is DPH's requirement for accreditation.

**Public Health Laboratory:** The Public Health Laboratory will implement a new lab information system in order to more efficiently and effectively report lab results to community providers. The Lab will also complete its move to a new site from its current location at 500 South Broad Street.

### FY19 Strategic Goals

- Develop plan for new point-of-care laboratory testing for patients receiving services in City health centers.
- Identify space and timeline for relocation of laboratory services from 500 South Broad Street facility.

### FY19 Performance Measures

Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of diabetes blood sugar tests performed <sup>1</sup>	13,934	6,931	14,000	14,000

<sup>1</sup> Hemoglobin A1C tests are performed by Philadelphia Public Health Laboratory for both internal and external health care providers.

# PUBLIC PROPERTY

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## MISSION

The Department of Public Property (DPP) responsibly serves the City's workforce and community by providing quality facilities and work spaces.

DPP accomplishes this work through the following programs:

- **Administration:** This program includes the Human Resources unit, which maximizes human capital; the Fiscal/Budgeting unit, which manages the budget, invoicing, and spending analysis; and the Inventory/Procurement unit, which provides goods and services that support the department in achieving its mission.
- **Capital:** This program maximizes the value of the City's capital investments in its public facilities through careful budgetary planning, proper financial controls, and effective project management of design and construction initiatives. Capital projects are major construction, renovation, and rehabilitation projects that exceed \$15,000 and that have a useful life of a minimum of five years.
- **Facilities Management:** These two programs ensure that the City's working environments are clean, safe, and habitable for employees and citizens. Program responsibilities include maintenance, renovations, janitorial services, special events, and building security for applicable buildings and their tenants.
  - **Facilities Management (Field Operations):** This program encompasses facilities management for the Police Department, the Fire Department, the Managing Director's Office, the Office of Fleet Management, Riverview, and Department of Licenses and Inspections locations.
  - **Facilities Management (Quad-plex):** This program encompasses facilities management for City Hall and the Tri-plex, which consists of the One Parkway Building, the Municipal Services Building, and the Criminal Justice Center. Quad-plex tenants include the Mayor's Office, City Council, the Federal Judicial District, and numerous other City agencies.
- **Real Estate and Planning:** This program is responsible for lease negotiations for the City as a tenant and as a landlord; the disposition of vacant land; the purchase of property for City-sponsored programs; strategic planning for conveyance of City-owned property to facilitate development; the planning and design of City-owned and leased space for occupancy by City departments; and the management of staff relocations.

## ACCOMPLISHMENTS

**Administration:** In FY18, the Human Resources unit coordinated mandatory labor relations, sexual harassment prevention, equal employment opportunity, and performance evaluation training for all DPP supervisors and managers. The unit also conducted a staff engagement survey with employees on the topic of diversity and inclusion, and has devised a targeted recruitment plan for hard-to-fill positions. Thus far, DPP has participated in job fairs, advertised several trade positions, and interviewed candidates for vacancies.

The Inventory/Procurement unit began working to customize the inventory module of DPP's work order system to automate and control the Department's inventory process. This work, which is expected to be completed by the end of FY19, will allow DPP to track the cost to provide services more accurately and to better control the supply chain to complete projects.

Over the years, DPP has played a major role in supporting special events. DPP receives weekly requests from the Managing Director's Office asking DPP to set up stages, banners, and/or metal barricades for crowd control, safety, and equipment protection at events throughout the city. DPP staff persons set up for these events and are responsible for removal of these items when events conclude. DPP also supports the

Police Department and Office of Emergency Management with perimeter security for large “planned and unplanned” events or protests with barricade deployment.

**Capital:** DPP partnered with the Philadelphia Redevelopment Authority (PRA) to address imminent facility issues within the Police and Fire departments more expeditiously. In calendar year 2017, DPP and the PRA completed over 55 projects. These projects also involve coordination with the Facilities Improvement Team (FIT) of the Facilities Management (Field Operations) program. The FIT provides supplementary painting, carpentry, and finishing details. Combining the two programs’ efforts provides minimal disruption to Police and Fire operations. Completed projects include kitchens, bathrooms, handicapped-accessible ramps, and site work, such as landscaping or cosmetic renovations. Capital has also certified safe work environments by providing environmental abatement projects at approximately 90 sites in calendar year 2017.

**Facilities Management (Field Operations):** In addition to responding to 16,581 work orders for routine and preventive maintenance in FY17, Field Operations installed ten new kitchens, completed ten site work projects, installed six sets of security doors, made six lighting upgrades in Fire stations, and completed numerous renovations in the Fire Administration Building; and completed five concrete/site work projects, installed four sets of security doors, and made two lighting upgrades in Police stations in calendar year 2017. Other work included electric and Heating, Ventilation, and Air Conditioning (HVAC) installation in Police stations for body-worn cameras, renovations to the Haddington Older Adult Center, and renovations to the Animal Care and Control Team facility.

**Facilities Management (Quad-Plex):** In addition to responding to 17,817 work orders for routine and preventive maintenance in FY17, the Quad-Plex completed renovations to the childcare area in the Department of Human Services (DHS) office, upgraded the security system for DHS, replaced engines in two chillers, and converted a percentage of light fixtures to light-emitting diode (LED) fixtures. The program also performed a close-up façade inspection of City Hall. This inspection provided information regarding necessary exterior maintenance. The program also remediated water infiltration to the City Hall tower, partnered with the Office of Arts, Culture and the Creative Economy to clean the William Penn statue, and replaced custom glass panels in the observation deck.

**Real Estate and Planning:** In FY18, this program implemented the Integrated Workplace Asset Management System (IWAMS), which is a consolidated database of information about the City’s nearly 3,000 real estate assets and how the City spends resources to maintain and improve these assets. The program also began implementing a space and move management system to improve understanding of the occupancy of the City’s key office buildings; completed analysis of Police and Fire facilities as part of the Public Safety Facilities Master Plan to inform capital investment in those facilities for FY19-24; and improved the space request process. The Division also coordinated major departmental moves in the Water Department, the Department of Public Health, and the Office of Innovation and Technology. These moves maximized the opportunity to vacate and sell current assets, especially buildings, located in highly desirable markets.

## PLANS FOR FISCAL YEARS 2019-2023

**Administration:** The Human Resources unit will implement a more focused recruitment strategy to help fill hard-to-fill vacancies. By attending job fairs, reaching out to labor organizations, and recruiting at trade schools, the Human Resources unit will partner with the Office of Human Resources and other large City departments for direct recruitment of qualified individuals while the job opportunities are posted. The unit will also institute an in-house training program for employees who are injured on duty (IOD) with the eventual goal of decreasing the amount of IOD time used in the department.

The Inventory/Procurement unit will continue to customize the department’s inventory module, allowing the department to better manage its supply chain and enabling projects to be completed more expeditiously.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>• Complete the automation of the inventory system.</li> <li>• Fill approximately 30% of vacancies.</li> <li>• Decrease the number of injuries on duty through increased training of employees.</li> </ul>				

FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Human Resources: Days to fill position after certification <sup>1</sup>	N/A	59	55	52
Human Resources: Net Hires (new hires minus separations) <sup>2</sup>	N/A	6	15	18
Human Resources: Percent of customer service survey respondents who rate DPP's service a 3 out of 5 or higher <sup>3</sup>	TBD	N/A	95.0%	95.0%
Safety: Number of injuries	22	10	20	18
Safety: Number of employees trained	111	79	125	130

<sup>1</sup> This is a new measure for FY18, so FY17 data is not available. This is the average number of days to fill a position. Hard-to-fill positions in FY18 Q1 took a longer time to fill.

<sup>2</sup> This is a new measure for FY18, so FY17 data is not available.

<sup>3</sup> FY17 survey results will be available by the end of FY18. This is an annual measure.

**Capital:** This program will oversee the design and construction of the new public safety facility at 400 North Broad Street. The program will also work to improve the existing four contracting methods (job order contracting (JOC), PRA partnerships, requirements contracting, and public bidding). The JOC process will be rebid using better defined requirements to attract more competition. DPP will also add additional types of jobs to the scope of work done by the PRA/DPP partnership to increase the number of projects completed. DPP will continue to monitor and streamline the requirements contracting process, by implementing stricter review to increase their use. The program will continue to work with the Procurement Department to use the newly instituted best value procurement for three to four high priority contracts per year. This will enable the City to assess criteria that ensure the City is receiving the best value on these contracts for complex projects.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>• Substantially complete<sup>1</sup> 42 projects.</li> <li>• Decrease time to complete design plans and specifications.</li> </ul>				

FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of substantially completed construction projects <sup>1</sup>	38	19	40	42
Number of projects that completed design <sup>2</sup>	N/A	8	20	22

<sup>1</sup> A project that is substantially complete is at least 95% complete.

<sup>2</sup> This is a new measure for FY18, so FY17 data is not available.

**Facilities Management (Field Operations):** This program will continue to respond to routine and reactive maintenance work orders and provide preventive maintenance services to Police, Fire and other facilities for which DPP is responsible. The program will also complete an additional ten fire station kitchen renovations during the second half of FY18 and will increase the number of window installations and renovations completed by the Facilities Improvement Team (FIT).

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>• Complete the renovation of ten fire station kitchens.</li> <li>• Increase the number of replacements of entry/security doors.</li> <li>• Increase the number of lighting replacements in Police and Fire facilities.</li> </ul>				

FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Facilities division work order volume	16,581	7,432	16,581	16,581
Percent of work orders completed within service level	88.5%	86.3%	90.0%	90.0%

**Facilities Management (Quad-plex):** This program will administer the new maintenance contract for the Tri-plex and will establish new key performance indicators to better manage this contract and improve service levels. The program will also begin the first phase of City Hall security measures to increase tenant and visitor safety, and undertake the cleaning and repair of the high voltage switch gear in City Hall.

FY19 Strategic Goals				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Quad-Plex division work order volume	17,817	8,708	17,416	17,416
Quad-Plex division percent of work orders completed within SLA	83.1%	81.1%	83.0%	85.0%

**Real Estate and Planning:** This program will implement the space and move management system across the City's key owned and leased office buildings, facilitating better understanding of City departments' occupancy of real estate. The program will also follow through on the recommendations for strategic capital investment in Police and Fire facilities as prescribed by the Public Safety Facilities Master Plan and will complete major real estate transactions, including the sale of the 500 South Broad Street and 11<sup>th</sup> and Reed, and will complete relocations of the Records Department and Register of Wills.

FY19 Strategic Goals				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Total square feet of space, owned and leased <sup>1</sup>	2,611,556	2,647,267	2,647,267	2,595,000
Owned and leased space that is vacant workspace <sup>2</sup>	42,177	42,177	42,177	41,500
Square feet of space per employee, owned vs. leased <sup>3</sup>	311	311	311	305
Lease cost per square foot <sup>4</sup>	\$18	\$19	\$20	\$21

<sup>1</sup> Values shown are the total square feet (SF) of 20 key owned (City Hall, One Parkway, Municipal Services, 500 S Broad, Police Administration, Fire Administration, 2838 Woodhaven, 5200 Wissahickon, and 6100 Rising Sun), and leased (1234 Market, 601 Walnut, 990 Spring Garden, 100 S. Broad, 300 E. Hunting Park, 1425 Arch, 1 Penn Center, 8 Penn Center, 1327 Chestnut, and 2 Penn Center) buildings. FY18 YTD split is 776,319 SF-leased and 1,870,948 SF-owned.

<sup>2</sup> FY17, FY18 Q1, FY18 Q2, and FY18 Target are based only on vacancy in two owned buildings: One Parkway and the Municipal Services Building.

<sup>3</sup> Values shown are gross SF for 20 key owned and leased buildings. FY18 split is 325 SF per employee (leased) and 306 SF per employee (owned)

<sup>4</sup> Per-square-foot rent amounts are rounded to whole dollars. Price increases are in line with the Consumer Price Index, as well as the program's use of fully furnished, turn-key spaces (meaning that departments do not have to use their own funds for furniture or tenant improvements).

# RECORDS

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## MISSION

The Department of Records (DOR) provides efficient and effective service to City agencies and the public in the management of City records in the following areas: recording and maintenance of all land title documents in the City of Philadelphia, including the collection of local and state real estate transfer taxes and recording fees; management and operation of the City Records Storage Center, which contains the inactive physical business records of all City agencies; copying and form management services for City agencies in the City's Central Duplication facility, and photographic services for City agencies by the City's official photographer; and public access to records, including campaign finance filings, financial disclosure forms, public safety reports, land records, City Archives, and City regulation public notices.

DOR accomplishes this work through the following programs:

- **Document Recording:** This program consists of the examination, recording, indexing and mapping of all land title documents in the City and County of Philadelphia, the collection of the local and state real estate transfer taxes, and the collection of recording fees.
- **Records Management:** This program consists of the management and operation of the City's Records Storage Center (RSC), which contains the inactive physical records of all City departments, offices, boards, and commissions.
- **Imaging:** This program consists of Central Duplication, which provides a full range of copying, printing, and binding services to all City agencies and is also responsible for reviewing, cataloguing and maintaining all City forms. This program also includes photography. The City's official photographer is available to all City agencies for events and for photographing conditions of City property for departments such as Water, Streets, and the Department of Public Property (DPP).
- **Public Access to Records:** This program includes six major activities, each of which is centered around making City records available to the public and promoting government transparency:
  - Campaign Finance:* As set forth in City and State campaign finance laws, DOR manages electronic and physical campaign finance filings during each filing cycle throughout the year.
  - Financial Disclosures:* As required annually by state and local law, DOR manages electronic and physical filings of City, State, and Mayoral financial disclosure forms.
  - Public Safety Reports:* DOR provides public safety incident reports to the public for a fee and to City agencies such as Streets and Risk Management.
  - Land Records:* DOR makes all land title records for real estate located in Philadelphia available to the public. These are available electronically, through fee-based web applications, and in hard copy in a public research room that DOR maintains.
  - City Archives:* DOR manages and preserves the City Archives, which is open to the public and provides access to City records of historical and cultural significance that are permanently maintained and stored in approximately 10,000 cubic feet of warehouse space.
  - Regulations:* DOR receives and manages the public filing of all regulations proposed by City offices, departments, boards, and commissions, and all bonds required to be filed by any officer or employee of the City. DOR also is responsible for the public advertisement of proposed regulations and for receiving public requests for hearings on such regulations. DOR makes proposed regulations available for public inspection on its website and in paper form.
- **Department Administration:** This program reflects the day-to-day operational management of all DOR programs. It includes the Department's executive office, which consists of the Commissioner, Deputy Commissioner, Budget Officer, Records Operations Manager, and other senior staff.

## ACCOMPLISHMENTS

**Document Recording:** DOR improved its document indexing process time from four weeks to less than one week, resulting in documents being available for public online searching in less than one week from the date of receipt. This substantially improves the accuracy of property ownership data available to the public and other City departments.

**Records Management:** By the end of FY18, DOR will largely have completed the relocation of its Records Storage Center to 456 North 5<sup>th</sup> Street from 3101 Market Street. This new, state-of-the-art facility will store all inactive business records of City departments and agencies. DOR has also collaborated with City departments to increase the recycling approval rate of records that have expired under departmental retention schedules. This will result in the recycling of approximately 27,000 boxes of expired paper records from FY17-18. The Department has also worked with Police, Law, Prisons, Public Health, and the Chief Administrative Officer to convert department business records from paper to electronic formats using existing document imaging systems. This work has created operational efficiencies for departments as records retrieval is condensed from a week-long process to almost instantaneous retrieval.

**Imaging:** In FY18, DOR is implementing a free, web-based ticketing system for its Central Duplication facility. Central Duplication is responsible for printing and binding requests from City departments and agencies, and the new system will automate and manage these requests.

**Public Access to Records:** DOR's Records Storage Center relocation, which is expected to be nearly complete by the end of FY18, will provide public access to over 300 years of City records upon its completion. In FY18, DOR will also implement a new eCommerce website which will manage and process the sale to the public of police traffic accident reports. This website will convert an entirely paper and manual process to an electronic, web-based process.

Lastly, in collaboration with the Office of Innovation and Technology (OIT), DOR has merged its publicly-accessible mapping application with Atlas, which the City's new, free unified web-based property search system. This allows DOR to phase out its previous mapping application in FY18.

**Department Administration:** In FY18, DOR will fill a new Deputy Commissioner position, which will oversee the City's Records Management program and the relocated City archives. This will allow for strategic planning and enhancement of DOR's efforts with electronic records; the recycling of expired records; and customer experience, educational opportunities, and public engagement at the City Archives.

## PLANS FOR FISCAL YEARS 2019-2023

**Document Recording:** DOR will implement a system to scan paper documents at the time of recording and immediately return them to customers. DOR will also collaborate with the Law Department and other City agencies to increase staff training in the areas of legal compliance and customer service.

FY19 Strategic Goals				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percentage of land records electronically filed (deeds, mortgages, etc.)	77.5%	79.7%	80.0%	82.0%
Percentage of documents recorded within 24 hours	100.0%	100.0%	100.0%	100.0%

**Records Management:** In FY19, DOR will complete the remaining relocation of the Records Storage Center and City Archives to a new state-of-the-art modern facility, with an estimated opening in September 2018. DOR will continue to work with departments and agencies to increase the conversion of paper

documents to electronic records. This will improve the City's document retention process, as more electronic files will allow the process to become automated.

FY19 Strategic Goals				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of expired boxes recycled <sup>1</sup>	8,000	10,833	19,000	10,000

<sup>1</sup> As part of the relocation of the warehouse, there has been a tremendous effort to identify as many boxes eligible for recycling as possible. That recycling effort will largely conclude in FY18, and Records does not estimate that it will be replicable at that level in FY19. As a result, the FY19 target is lower than the FY18 target.

**Imaging:** DOR will continue to provide a high level of customer service to City offices through printing, binding, and photographic services.

FY19 Strategic Goals				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percentage of print jobs turned around in one day <sup>1</sup>	61.4%	52.6%	55.0%	62.0%

<sup>1</sup> Machines have been down, requiring maintenance, which has created slight delays. The color copier continues to require maintenance.

**Public Access to Records:** DOR will install security upgrades and self-service kiosks in the Police Report Unit to enhance safety and the customer experience. DOR will also expand outreach to schools, educational and historical organizations to increase educational opportunities at the new City Archives.

FY19 Strategic Goals				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percentage of financial disclosures filed electronically <sup>1</sup>	92.3%	N/A	95.0%	96.0%
Percentage of public land requests turned around within one day	100.0%	100.0%	100.0%	100.0%
Backlog of major customer mail requests for police traffic accident reports <sup>2</sup>	76	2,537	eliminate backlog	eliminate backlog

<sup>1</sup> This is an annual measure. The bulk of financial disclosure filings in FY18 is expected to be filed in April 2018, given the elections occurring in May 2018. There are seven filing cycles in each calendar year.

<sup>2</sup> Records has added additional staff to help eliminate this backlog. The increase from FY17 to FY18 YTD was due to staff turnover. Records anticipates meeting the FY18 target, as the Department expects the new website rollout to occur in the next few months. This is expected to result in the elimination of this backlog.

**Department Administration:** The supervisors and staff of each DOR operating unit will review and update policies and operating procedures. Once this initial overhaul is completed, DOR will update these internal documents as processes and procedures change. DOR will also work with the Office of Human Resources, Office of Diversity and Inclusion, and Office of Immigrant Affairs to continue to increase training opportunities and those trained in areas of management, diversity and inclusion, language access, and cultural sensitivity. Records employees also received diversity and inclusion and language access training.

<b>FY19 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>• Review and update department policies and operating procedures.</li> <li>• Increase training in areas of management, diversity and inclusion, language access, and cultural sensitivity.</li> </ul>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percentage of contracts conformed within 30 days after contract start date <sup>1</sup>	88.2%	14.3%	70.0%	70.0%

<sup>1</sup>Contracts are frontloaded in the first half of the fiscal year, and contracts conformed during timeframe experienced delays. The Department does not expect to meet its target in FY18.

# REVENUE

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## MISSION

The Department of Revenue collects tax and non-tax revenue due to the City and tax revenue due to the School District of Philadelphia promptly and efficiently by increasing on-time payments and decreasing delinquency.

Revenue accomplishes this work through the following programs:

- **Policy, Analysis, Executive Direction and Administration:** This program provides leadership for the Department, conducts analyses, sets and informs policy, and ensures that Revenue has the resources it needs, including fiscal and information technology functions and an outgoing mail processing center.
- **Tax Billing, Accounting, and Customer Service:** This program determines which taxes, fees, and fines people owe, lets people know how much to pay, and processes payments received.
- **Delinquent Tax Collection:** Revenue, in partnership with the Law Department, uses an array of enforcement tools to encourage and compel payment of delinquent taxes, fees, and fines. These tools include sending letters and emails, placing liens on property, placement of accounts with collection agencies, closure of non-compliant businesses, sale of property through Sheriff's Sales, filing suit in both Municipal and Common Pleas Courts, sequestration of the rents from delinquent properties, and administration of payment agreements.
- **Taxpayer Assistance and Credit Programs:** Revenue provides tax relief to individual homeowners and business taxpayers through this program.
- **Water Billing, Accounting and Customer Service:** This program determines which water, sewer and stormwater charges people owe, lets people know how much to pay, and processes payments received.
- **Delinquent Water Collections:** Revenue, in partnership with the Law Department, uses an array of tactics to encourage and compel payment of delinquent water and sewer charges. Enforcement tools include making phone calls, sending letters, placing liens on property, referring accounts to Municipal Court, placement of accounts with collection agencies, shut-off of delinquent accounts, sale of property through Sheriff's Sales, and administration of payment agreements.
- **Water Assistance Programs:** Revenue provides discounted bills to vulnerable residential customers through the Senior Citizen Water Discount and a new discount program – the Tiered Assistance Program (TAP) for low-income customers.

## ACCOMPLISHMENTS

**Policy, Analysis, Executive Direction and Administration:** In preparation for the FY18 budget, this program began using program-based budgeting to organize its spending based on the seven programs described above and established performance measures related to each program to gauge program successes.



*Mail Inserting Machine (used to insert bills/notices, etc. into envelopes and affix postage).*

**Process Improvements:** The Department has improved the operations of its Mail Center over the past two years through a series of process improvements, led in part by the Department's Business Improvement Unit and its new Director of Continuous Improvement. These improvements began in FY16. Two of these improvements include the implementation of a new ticket system, which generates work flow reports to better track

completion of jobs, and the installation of a courier kiosk, which expedites the entering of job information directly into the ticket system. As of the first half of FY18, 95% of all jobs are processed within two business days, compared to the FY16 baseline, when less than 50% of all jobs were processed within the same timeframe. Average monthly overtime has also been reduced by 85% over the same time period. The Department also replaced a manual process for looking up customers' payment histories with a faster, less costly automated process. This improvement allows the Department's Correspondence and Research Unit to provide faster responses to taxpayers.

In the second half of FY17, the Department launched its Data Warehouse and Case Management System. This system allows the Department to uncover income reported to the Internal Revenue Service (IRS), but not to the City; score delinquent accounts based on which ones are more likely to lead to payments; and match purchases of liquor against what is reported in sales to improve collections of the Liquor Tax. Data is combined from three internal collection systems (Water Billing, Tax Billing, and Case Management) as well as from other City agencies, the Commonwealth of Pennsylvania and the Internal Revenue Service (IRS). To date, the Data Warehouse has generated \$28 million in revenue to the City and School District of Philadelphia (four times the cost of implementing the Data Warehouse) and is expected to continue generating additional revenue.

**Language Access Services:** In the last year, the Department of Revenue has continued and expanded its commitment to language access. The department offers a language line telephone service for taxpayers and water customers who need language assistance over the phone or in person and post signage to inform visitors of this service. Revenue also translates key documents, such as warning letters for tax foreclosure and applications for vital assistance programs, into additional languages. With print and email communications, including printed bills, Revenue include instructions in eight languages to contact the department if taxpayers need language assistance. Revenue has also made a concerted effort to include language access into departmental communications plans as they launch new initiatives. For example, the Earned Income Tax Credit (EITC) website and materials are translated into eight languages, as are documents for the Philadelphia Beverage Tax.

The Department has added a multi-lingual (Spanish and French) Digital Content Manager in November 2017. The Department also trains permanent new hires and seasonal staff during orientation which occurs twice a month. By the end of this fiscal year, training will be provided to customer-facing employees and their supervisors.

**Tax Billing, Accounting, and Customer Service:** Collection Initiatives: On-time Real Estate collections have improved from 94.5% for Tax Year 2015 to 95.5% for Tax Year 2016. The Department also reported a 31% decline in outstanding Real Estate principal due between 2013 and 2017, with nearly 40% of the remaining delinquency under payment agreement. Similar progress is seen across many tax types and water collections. On-time water collections stand at 89%, with 93% collected within three years. Across all tax types, the number of delinquent tax accounts has decreased by almost 50% and principal has dropped by 43% in ten years, reaching record lows.



Investigators from the Department of Revenue are checking in on distributors and dealers to make sure the #PhillyBevTax is running smoothly.

Following the one-year anniversary of the Philadelphia Beverage Tax (PBT) implementation, the tax has generated \$46.3 million in the first seven months of FY18 (July 2017 through January 2018), and over \$78.8 million since its launch in January 2017. With robust, targeted outreach and systematic enforcement

initiatives, more than 600 taxpayers are registered, and PBT Investigators have made over 4,800 visits to local businesses since May 2017, finding 91% to be in compliance with the tax.

**ePay/eFile:** The Department's "eFile/ePay Everything" initiative, begun in FY17, is a plan to make it easier for taxpayers to do business with the Department by making services such as business registrations, file returns, payments, and assistance applications available electronically. Under this initiative, the Department plans to introduce or upgrade electronic services for all tax types by FY22. To date, it is possible to pay all taxes online and to file 10 out of 17 tax types electronically. By the end of the fiscal year, the Department intends to increase the number of tax types available for eFile to 14. Because of these efforts, there has been a 58% increase in credit/debit/eCheck transactions since FY16. These transactions are faster and less costly to process, and 64% of all tax payments are electronic payments, which are faster to deposit in the bank.

**Customer Service:** In FY17, 60 front-line Department of Revenue employees participated in a Trauma-Informed Customer Service Training pilot. The training is designed to help staff understand the impact of trauma and how it affects behavior, provide staff with the tools to address difficult customer situations, and practice trauma-informed techniques for customer service and self-care. Because the Department is customer service-oriented and the initial training pilot was so successful, training is currently being offered to all staff, including managers and executive-level staff. As of December 2017, an additional 231 Revenue employees have received trauma-informed training.

**Delinquent Tax Collection: Tax Lien Securitization:** In FY17, the Department issued an Request for Proposals (RFP) for administration of a tax lien sale, after determining through an Request for Information (RFI) process that the securitization model would be best suited to Philadelphia's goals of increasing Real Estate Tax collections while ensuring respectful treatment of homeowners. A tax lien securitization is expected to accelerate delinquent payments before the sale, generate revenue from the sale, and increase on-time collections in the future. Legislation to effectuate a tax lien securitization was introduced in City Council in November 2017.



**Taxpayer Assistance and Credit Programs:** Through overseeing the newly appointed Administrator of Taxpayer Assistance Programs, the Department provided over \$100 million in tax relief to homeowners through the Homestead Exemption, Longtime Owner-Occupants and Senior Citizen Tax Freeze programs. The Administrator also oversees the Earned Income Tax Credit (EITC) program, which is approaching its fourth year. This program provides free tax preparation services

to Philadelphians and encourages them to take advantage of the Federal EITC that offers an average refund of \$2,500. Approximately 26,000 returns were prepared in tax year 2017.

**Water Billing, Accounting and Customer Service:** By the end of 2018, the Department anticipates offering electronic bill delivery to water, sewer, and stormwater customers as an alternative to mailing monthly paper bills. Currently, the Department prints, processes and mails over 500,000 bills monthly. These bills cost the City more than \$3.5 million in annual postage. The introduction of eBilling will fulfill requests of water customers, will decrease operational costs, and is expected to increase on-time, electronic payments.

**Delinquent Water Collections:** In FY17, the Department, in partnership with the Law Department, completed two successful pilot Sheriff Sale programs by efficiently and effectively collecting delinquent water debts. Using improved data reporting through the Data Warehouse, a third Sheriff Sale pilot is scheduled in FY18. This evidence-based approach for evaluating the effectiveness of this tool lays the groundwork to use Sheriff Sales more regularly to improve delinquent water collections.

**Water Assistance Programs:** The newly-appointed Administrator for Water Assistance Programs oversees the Senior Citizen Water Discount and Tiered Assistance Program (TAP). In FY18, TAP replaced the Water Revenue Assistance Program (WRAP), for the first time tying monthly payments to the customer's ability to pay and enabling eligible low-income customers to lower their current bills even if they do not have a delinquency. To date, over 12,000 applications have been received, and more than 9,000 applications have been approved or are in progress. The introduction of TAP has expanded access to the Senior Citizen Water Discount through the introduction of a single assistance application for water programs.

## PLANS FOR FISCAL YEARS 2019-2023

**Policy, Analysis, Executive Direction and Administration:** Over the course of the Five Year Plan, the Department will continue to advance the current approaches that have yielded increased on-time payments and decreased delinquency. This strategy focuses on making compliance the easiest choice through improved customer service and outreach, enhanced language access, and the addition of electronic filing and payment options. Additionally, the strategy encourages compliance through consistent, equitable enforcement of unpaid debt to demonstrate the consequences of non-payment. With increased reliance on data analysis and predictive analytics, the Department will continue to identify and implement the most efficient and effective enforcement actions for each account.

While Revenue has done preliminary analysis of changes to Federal tax law, the Department will conduct in-depth analysis in the second half of FY18 and in FY19 to understand the operational and fiscal impacts for the City and its residents and taxpayers. The Department will be identifying risks and developing policies to help mitigate any harmful outcomes.

The Department of Revenue will also be looking to improve its internal systems and procedures from FY19 to FY23. Notably, this will include providing strategic guidance for the replacement of its nearly-35-year-old integrated tax system with a modern system. A new system will have greater flexibility, lower maintenance costs, and many functional upgrades – such as online account information look-up – which will improve performance for the staff and taxpayers alike. The Department will also be revamping its onboarding and training to ensure high-quality customer service for taxpayers and water customers. These changes are expected to improve staff satisfaction and reduce turnover.

The Department will continue to expand its language access services by adding a new preferred language field to the City's tax system of record, TIPS. This will allow the Department to provide all Owner-Occupied Payment Agreement notices, bills and agreements in a taxpayer's preferred language with the option to add new languages and corresponding translated templates as needed. The fact-finding for this effort was developed in collaboration with Community Legal Services. Currently, the 11 most commonly used languages in Philadelphia are set as preferred language options. The Department plans to launch this service in the beginning of FY19.

In the beginning of FY19, the language access training will be available in the City's Learning Management System (LMS), and employees will be required to have a refresher training each year.

FY19 Strategic Goals				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percent of budgeted positions filled <sup>1</sup>	90.0%	91.0%	95.0%	95.0%

<sup>1</sup> While Revenue is currently ramping up entry-level hiring, the Department had a delayed start to the hiring process due to unit reorganizations and attrition. As a result, Revenue believes that the percentage will be closer to 95% by the end of the year.

**Tax Billing, Accounting, and Customer Service:** The Department will utilize increased access to data to develop a compliance strategy for audit selection and discovery work that has the greatest return on investment. Customer service enhancements will include the ePay/eFile Everything initiative, courting additional tax preparation software providers to include Philadelphia in their packages, and refining staffing strategies for tax season to reduce wait times for customers and overtime for staff. Modernization of revenue collection will include chip card readers for a more secure process that reduces fraud. Additionally, the PBT payment portal will be upgraded by the end of FY18 for an improved taxpayer experience.

FY19 Strategic Goals				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percent of real estate tax collected within calendar year <sup>1</sup>	95.5%	N/A	95.5%	95.5%
Total dollar amount collected (General Fund) <sup>2</sup>	\$3.481B	\$1.459B	\$3.760B	\$3.912B
Total dollar amount collected (School District) <sup>3</sup>	\$974M	\$225M	\$1,058B	TBD

<sup>1</sup> This is an annual measure. The FY17 year-end figure represents Calendar Year 2016, which is the most recent year for which 12 months of data is available.

<sup>2</sup> This includes real estate, BIRT, all wage taxes, and all other taxes. Wage taxes include the PICA tax.

<sup>3</sup> School District amounts are from their budget adopted on 5/31/17. This includes PILOT revenue. The FY19 target will be available when the School District budget is issued later in FY18.

**Delinquent Tax Collection:** Through the implementation of changes to the Owner-Occupied Payment Agreement, the Department will enroll more homeowners in payment agreements and free up resources to pursue other delinquent property owners through a mix of enforcement actions including filing of liens, placement with collection firms, sequestration, and foreclosure. The Department will use an array of data-driven strategies to continue successes in increasing delinquent collections and reducing the number of non-compliant accounts. Law's Tax Unit has developed an impressive record in court over the past year, resulting in multi-million-dollar payments from recalcitrant taxpayers.

FY19 Strategic Goals				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percent delinquent real estate tax accounts in payment agreements <sup>1</sup>	25.4%	N/A	25.5%	25.5%

<sup>1</sup> This is an annual measure.

**Taxpayer Assistance and Credit Programs:** In FY19 through FY23, the Taxpayer Assistance and Credit Programs unit will continue efforts to increase the percentage of eligible homeowners that are enrolled in tax relief programs. The unit will ensure the swift and accurate processing of applications for both homeowner and business tax credits and will conduct ongoing efforts to ensure all relief is granted only when appropriate and revoked when the taxpayer no longer meets the eligibility criteria.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>• Increase EITC enrollment through outreach and communication efforts.</li> <li>• Revamp Owner-Occupied Payment Agreement procedures and policies to reduce risk of homeowner tax foreclosure.</li> <li>• Increase the percent of eligible homeowners receiving tax relief.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percent of homeowners receiving relief <sup>1</sup>	78.0%	N/A	79.0%	79.0%
Number of free Federal Tax Returns prepared to support the Earned Income Tax Credit (EITC) <sup>2</sup>	26,099	N/A	25,600	25,600

<sup>1</sup> This is an annual measure.

<sup>2</sup> This is an annual measure. Tax season and EITC tax preparations begin in late January. Revenue's contract is for 25,600 tax returns.

**Water Billing, Accounting and Customer Service:** From FY19 to FY23, the Department will continue efforts to increase on-time collections through accurate, timely billing, easier payment options, and high-quality customer service. To provide one-stop customer service by phone for water customers, the Department merged its call center with the Water Department call center in FY18. In FY19 to FY23, the Department will continue to find opportunities to improve customer service, most immediately with the launch of eBilling. Based on eBilling participation rates for other local utilities, the Department expects a positive response and reduced operating costs; however, this will require a concerted campaign to encourage enrollment.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>• Implement e-billing option as an alternative to mailed monthly bills.</li> <li>• Increase on-time collections.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percent of water bills paid in 90 days	86.5%	84.0%	87.0%	87.0%
Dollar amount of water bills collected	\$632M	\$321M	\$638M	\$638M

**Delinquent Water Collections:** Much of the \$200 million in water bills that becomes delinquent each year is paid within 90 days, creating a challenge for the Department to convert slow payers to on-time payers. Efforts to shift these slow payers to on-time payers will focus on the use of low-cost, swift interventions, such as continuing to use the Data Warehouse to prioritize which water customers are selected for phone outreach based on likelihood of payments. Additionally, the Department will continue piloting enforcement strategies for long-term delinquents to evaluate which prove to be the most effective. Recent successes include the use of the threat of foreclosure.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>• Increase delinquent water collections.</li> <li>• Increase Sheriff Sales for high-dollar water debt.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percent of delinquent Water accounts in payment agreements <sup>1</sup>	N/A		6.7%	TBD

<sup>1</sup> This is an annual measure. With the introduction of TAP and because this is an annual measure, Revenue will revisit this measure and set an FY19 target when data is available at the end of FY18.

**Water Assistance Programs:** With the introduction of the Tiered Assistance Program (TAP) and a single assistance application in FY18, Philadelphia became a national leader - providing its residents with an affordable water bill based on their income. Hailed nationally as a progressive billing model, the Department is charged with turning this policy into a functioning program accessible to all eligible customers. As with the launch of several homeowner taxpayer assistance programs in 2013, it is clear that several years will be needed to increase participation.



#### FY19 Strategic Goals

- Increase TAP enrollment.
- Increase Senior Citizen Water Discount enrollment.

#### FY19 Performance Measures

Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Percent of completed applications processed within 30 days <sup>1</sup>	N/A	22.5%	100.0%	100.0%

<sup>1</sup> This is a new measure for FY18, so data is not available for FY17. Programming needed to capture the information was not completed until the end of FY18 Q2. The Water Revenue Bureau is working to address the TAP applications in a first-in, first-out method. The target, depending on the volume, is to be closer to the metric of 30 days within the fourth quarter.

# STREETS

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## MISSION

The mission of the Streets Department is to provide clean, green, and safe streets in a cost-effective and efficient manner. The Department constructs and maintains the City's transportation network, and develops solid waste management systems for the public health and safety in Philadelphia's communities.

Streets accomplishes this work through the following programs:

- **Solid Waste Collection and Disposal:** This program is responsible for residential and commercial solid waste collection and disposal, along with street cleaning.
- **Recycling Promotion and Processing:** This program maximizes collection and processing of recyclable materials. Diverting these materials from the solid waste stream reduces solid waste tonnage and increases cost-effectiveness and efficiency. The Department also develops and coordinates education and outreach programs to bolster recycling rates.
- **Sanitation Education, Enforcement and Compliance:** The Department monitors commercial and residential areas to enforce compliance with sanitation code and regulations, and performs outreach to neighborhoods and their representatives to conduct cleaning and beautification efforts.
- **Paving and Roadway Maintenance and Repair:** This program maintains streets, Americans with Disabilities Act (ADA) ramps, and roadways by repaving and repairing deteriorating road conditions, including potholes. This program also removes snow and ice, and scales back overgrown vegetation that affects traffic flow.
- **Right-of-Way (ROW) Management:** This program ensures the safe egress of traffic, including vehicles, bicycles, and pedestrians, when streets and sidewalks are closed or detoured due to construction work. This program is also responsible for determining the location, time, method, and manner for openings or excavations of City streets for utility construction and repair.
- **Traffic Engineering, Maintenance and Management:** This program identifies problematic intersections and develops solutions to ensure traffic safety and efficiency in these areas. This program also oversees the installation and operation of traffic control devices and signage.
- **Street Lighting Maintenance and Repair:** This program is responsible for Philadelphia's 100,000 streetlights. Contractors respond to service complaints, inspect lights that are not working, and replace lamps and photo-controls. City workers repair downed streetlight poles and broken luminaries and replace obsolete equipment.
- **Engineering Design and Construction:** This program coordinates, reviews, and approves private development and roadway, signal, and streetscape projects. Projects are opportunities to develop systemic efficiencies, reduce fuel consumption, and expand bike and pedestrian pathways.
- **City Street Plans and Surveying:** This program studies and revises the City's general street system plans while also maintaining maps of land use, the general system, and street names. This program also maintains street and surveying plans, which are available upon public request.
- **General Administrative Support:** This program is responsible for agency-wide management, including finance, human resources, occupational health and safety, and planning and analysis.

## ACCOMPLISHMENTS

The Streets Department's ambitious strategic agenda continues to move forward with a number of significant accomplishments during Fiscal Year 2018. Exciting progress has been made on strategic objectives as outlined in last year's plan, including comprehensive Zero Waste litter reduction and waste diversion initiatives, expansion of roadway resurfacing capacity, and continued actualization of Vision Zero traffic safety accomplishments. Vision Zero is a strategy to eliminate all traffic-related deaths and severe injuries, while increasing safety, health, and mobility throughout the city. The City's targeted overall

objective is reach zero traffic deaths by 2030. The Zero Waste initiative represents an interdepartmental effort to continually reduce the waste entering landfills or conventional incinerators, combat litter, and enhance the cleanliness of streets and public spaces. The City has a bold goal of becoming 90% zero-waste and litter-free by 2035.

**Solid Waste Collection and Disposal:** The Department has engaged fully in achieving the City's Zero Waste objectives, transforming efforts to significantly reduce litter and increase waste diversion. New neighborhood litter assessment and quality control techniques have been established, and include a comprehensive litter indexing system that objectively scores area litter conditions and provides for targeted proactive responses to locations that are most in need. A quality control unit now also surveys conditions before and after rubbish and recycling collections to ensure accuracy and cleanliness. Accessibility to convenience centers has been expanded with extended hours of operation and, as a result of an innovative contract agreement, Streets will expand the number of BigBelly solar trash compactor units and add foot pedals. In addition, the Philadelphia More Beautiful Program continues to establish affiliate agreements with community and business groups to build a new comprehensive unified community-based litter management program. Lastly, as a result of ongoing strategic vehicle replacement efforts and management efficiencies, on-time waste collections have improved from 85% in FY17 to 93% in November 2017.

**Recycling Promotion and Processing:** Streets' recycling marketing campaigns, which have been aligned with Streets' Zero Waste efforts, were released in FY18. A new *Zero Starts with One* campaign has been introduced and a Philacycle program has been launched, representing a complete remake of the Department's prior Recycling Rewards program. *Zero Starts with One* is a marketing campaign aligned with and designed to promote the goals and objectives of the City's Zero Waste initiative. Philacycle represents a significant enhancement to the Department's prior Recyclebank program, where purchasing reward points were earned for recycling participation, expanding it to include a variety of innovative ways to mobilize and motivate the whole community to think differently about waste and recycling while earning reward points. Activities include volunteer efforts, education and using mobile technology to track zero waste and recycling activities. These are intended to focus efforts beyond recycling participation to include innovative marketing and programmatic activities aimed at mobilizing and motivating residents to think differently about waste towards recycling behavior. The Department also continues to target specific marketing efforts in lower performing neighborhoods with educational outreach activities.

**Sanitation Education, Enforcement and Compliance:** Streets' Streets and Walkways Education and Enforcement Program (SWEEP) Unit has focused successfully on education and outreach efforts this fiscal year regarding the identification and disposal of recycling eligible materials. In this regard, the Unit is an important ancillary component of the Department's Zero Waste efforts. These outreach activities are intended to improve the diversion of recycling material away from the waste stream and to build stronger relationships with the residents and community in general.

**Paving and Roadway Maintenance and Repair:** Streets is resourcing its roadway resurfacing operations successfully and is on track to hire and train a second paving crew and to reach the Department's targeted 75 miles of resurfacing this fiscal year. This will enable the Department to work towards its crucial goal of resurfacing 131 miles of streets annually within the next six years to ensure a state of good repair. This increase in the number of miles resurfaced in FY18 will represent a



Street crews working to plow snow from the streets.

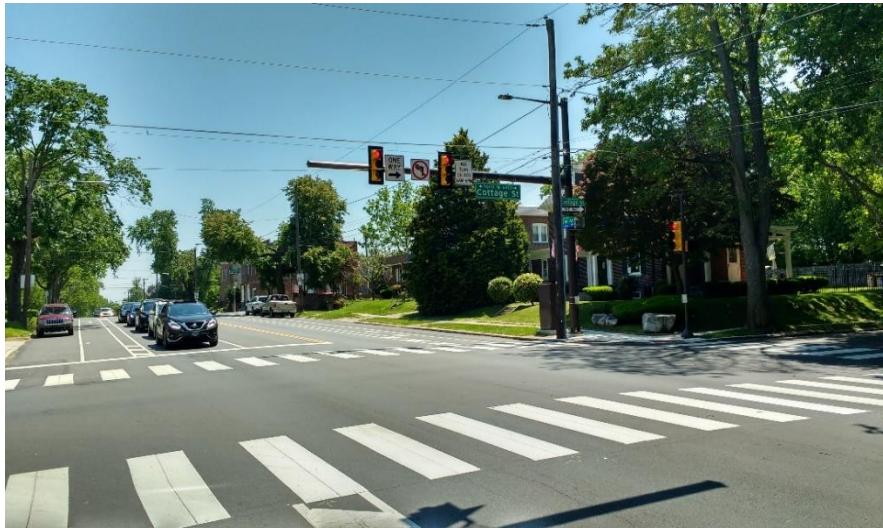
218% increase over the last five fiscal years. A total of 41 miles of resurfacing has been achieved during the first half of FY18, and staffing for the second paving crew is expected to be completed by early spring.

In line with the Administration's commitment to sustainability, alternative transportation, and the Vision Zero initiative, the Department completed the city's first one-way protected bike lane along Chestnut Street in University City in September 2017, and continues to refresh and reestablish painted crosswalks and other critical traffic markings throughout the city to promote safety and accessibility. Over 16 miles of bikeways were resurfaced or restriped during 2017. The Department also reached an important milestone this year by completing reconstruction and restoration of the city's first historic street since 2013 at American Street, between Spruce and Delancey Streets.



*Newly completed construction on the Sedgley Avenue Bridge.*

**Right-of-Way (ROW) Management:** Productivity and efficiency improvements as a result of a new online ROW permit application system have been remarkably successful in providing for an increased focus on critical plan design work. Streets has recently been able to achieve a 90% response time for online plan design reviews, an important benchmark, as the Department has the regulatory authority to establish a fee schedule for plan reviews in order to continue the increased service levels and cover the resulting costs. Reaching a sustained 90% on-time response rate allows the Department implement plan review fees for this purpose.



*Intersection at Tyson Avenue and Cottage Street.*

#### **Traffic Engineering, Maintenance and Management:**

The Department continues to improve traffic, pedestrian, and bicycle safety significantly as part of the Mayor's Vision Zero initiative. A wide variety of traffic safety solutions have been designed, installed and tested to calm traffic, reduce speeding and provide overall vehicular, pedestrian and bicycle safety. These solutions include the reconfiguration of traffic

signal timings at multiple targeted signalized intersections, reduced traffic speeds, expansion of pedestrian countdown signal timers throughout the city, extensive full signal upgrades, and curb bump-outs for pedestrian safety and numerous bike lanes. Urban intersection redesign work along Broad Street's Avenue of the Arts this fiscal year serves as an excellent example of a full-scale traffic safety intersection improvement project. A variety of pedestrian safety enhancements were incorporated in this project, including an innovative "curb-less" intersection concept at Broad and Chestnut Streets and Broad and Walnut Streets.

**Street Lighting Maintenance and Repair:** Streets continues its ambitious plan to modernize the entire City-owned street lighting system. The citywide light-emitting diode (LED) street light conversion program converted approximately 2,000 lights to LED (\$610,000) in calendar year 2017. A partnership with the Commerce Department allowed Streets to leverage additional funds to convert multiple business corridors to LED lighting as part of this overall effort. The Department also partnered with the Office of Innovation and Technology as part of the City's Smart Cities initiative to install controls on piloted center city street lights, providing innovative lighting control technology for lights in those areas. In addition, as part of an Opioid Task Force pilot project, Streets completed installation of wall-mounted LED lighting in the Aramingo Avenue and Belgrade Street Conrail tunnels, with the objective of increasing visibility and deterring high-activity opioid distribution in the area.

**Engineering Design and Construction:** A total of 44 capital program public works projects are being managed by Streets in Fiscal Year 2018, either in the design or construction phases, representing an overall total project value approaching \$100 million. Notable completed projects this year include: reconstruction of the Sedgley Avenue Bridge; completed design of American Street and Westmoreland Avenue, with construction that started in January 2018; completed design of the Margaret Lefever Bridge removal project to support PennDOT I-95 construction in Bridesburg; and one mile of bike lane installed on Parkside Avenue. The Department also worked on the Roosevelt Boulevard Direct Bus project, which was completed in record time and provides for construction of local and new express bus shelters and construction improvements at ten bus station plazas along five intersections on Roosevelt Boulevard.

**City Street Plans and Surveying:** Streets has committed to the long-term maintenance and re-establishment of over 3,000 survey monuments, which are essential in determining the precise location of all land divisions within the city. Survey monuments are small brass disks that serve as control markers used in geodetic and land surveying and the Department plans to install a sufficient quantity to provide private surveyors official land reference points from which to mark property corners, thereby determining property boundary lines accurately and efficiently. Many of these have been destroyed due to roadway and ramp construction work. The Department anticipates meeting its goal of resetting 100 monuments in FY19 in order to ensure the continued existence of these critical surveying reference points.

**General Administrative Support:** In 2017, the Department continued its successful Future Track Workforce Development Program, which provides a structured work experience for low-income young adults to help them gain work skills, learn positive work attitudes, and develop professional work habits. A total of 31 program participants successfully completed the program, and 17 of these participants obtained employment with the Streets Department as a result of the successful establishment of a bridge employment process allowing participants to transition into City civil service employment.

## PLANS FOR FISCAL YEARS 2019-2023

**Solid Waste Collection and Disposal:** The Department is committed to its role as an integral part of the Mayor's Zero Waste and Litter Cabinet and will continue to pursue interdepartmental efforts in this regard. Streets is collaborating with other City agencies to strategically unveil new programs that will increase recycling, identify littered areas, and decrease waste as it works to meet the objectives of the City's Zero Waste and Litter initiative. This includes a systemic approach towards assessing and implementing multiple and varied comprehensive waste diversion initiatives.

The Department is poised to embark on exciting new technological management and efficiency improvements that promise to greatly enhance the Department's operational productivity and performance. Streets' entire sanitation and recycling fleet is being equipped with Global Positioning Systems (GPS) in order to better monitor and gauge collection route efficiency and resource allocation, as well as to enable better operational planning and analysis that will help eliminate redundancies and non-productive use of resources. These efficiencies and cost savings will enable Streets to increase its focus on alternative waste disposal technologies. In that regard, the Department will seek opportunities in its upcoming new waste management contracts to improve operations through alternative methods in order to maximize long-term

operational, economic and environmental sustainability. Streets' two waste management contracts expire June 30, 2019. The Department also plans to convert its waste transfer station from an antiquated and high-maintenance overhead crane system to a more simple and efficient lop loading structure. Maintaining the transfer station in a state of good repair is critical to the Department's plans for a more efficient collection operation, as it will significantly improve productivity and enable the processing of additional tonnage well beyond the facility's current capacity, thus greatly reducing overtime and disposal costs.

Additionally, in a strategic effort to curtail illegal dumping conditions drastically, Streets is implementing innovative new programmatic initiatives, including a low-cost and convenient program for disposing bulk items throughout the city, in addition to a program which will provide waste disposal bins for residents in targeted illegal dumping areas. These initiatives are being rolled out beginning during the latter portion of FY18 and will be balanced with enhanced enforcement through the expansion of higher-capacity surveillance cameras in illegal dumping areas and more coordination with enforcement agencies.

<b>FY19 Strategic Goals</b>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
On-time collection (by 3 PM): trash <sup>1</sup>	85.3%	83.0%	96.0%	96.0%
Tons of refuse collected and disposed	577,981	283,056	565,500	567,000

<sup>1</sup> Streets has experienced periodic shortages in the number of compactors needed to provide efficient trash collections services throughout the year. Intermittent staff shortages due to high absentee rates was also a significant contributing factor. As a result, it was necessary to divert compactors and crews to additional routes beyond their regularly scheduled assignments, thereby impacting the Department's on-time rate. Streets has continued to acquire additional compactors and increased staff to address this and made significant progress in FY18 Q2 as a result, bringing the percentage up to 92.0% from 74.0% in Q1.

**Recycling Promotion and Processing:** Streets has commissioned a comprehensive waste composition study, which is expected to provide specific information on the material and products being placed into the city's waste and recycling streams. This information will be used going forward to develop new marketing and promotional strategies aimed at maximizing recycling participation and expanding the materials introduced into the recycling stream. In addition, Streets continues to explore citywide organic material collection as well as increased access to non-single-stream recycling for residents and commercial entities. Streets' "Organics Feasibility Study," which will be released in March, will allow for a serious assessment concerning the viability of citywide organics collection and the investment and systems needed for this to occur. Should organic recycling prove to be viable, it will represent a major waste diversion source that will significantly increase overall city recycling rates. Streets also plans to utilize new recycling tracking technology, which will identify any gaps in recycling for residents and businesses, as well as where investment in recycling diversion systems or programs can be applied to fill those gaps.

<b>FY19 Strategic Goals</b>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Recycling rate <sup>1</sup>	19.2%	17.0%	21.0%	20.0%
On-time collection (by 3 PM): recycling <sup>2</sup>	96.5%	95.8%	97.0%	97.0%
Tons of recycling collected and disposed <sup>3</sup>	111,028	49,673	125,000	112,000

<sup>1</sup> Diversion rates have changed due to changes in the composition of recycled materials collected (i.e. decreased quantity of mixed paper, cardboard, and container weight products such as aluminum, steel and plastic containers). This has made it more difficult to reach target recycling

rate objectives. There is also a seasonality component to this rate. Leaf collections inflate the tonnage in the fall; this then normalizes in the remaining months.

<sup>2</sup> Streets' compactor shortage, coupled with higher-than-anticipated employee absenteeism rates, ultimately impacted recycling collections earlier this fiscal year. It therefore became necessary to divert compactors and crews to support regular trash collections, and, as a result, recycling collections were forced to occur beyond their regularly scheduled assignments. Streets has continued to acquire additional compactors and increased staff to address this and made progress in FY18 Q2 as a result, bringing the percentage up to 96.0% from 95.6% in Q1.

<sup>3</sup> Changes in the composition of recycled materials collected (i.e. decreased quantity of mixed paper, cardboard, and container weight products such as aluminum, steel and plastic containers) have impacted recycling material tonnage.

**Sanitation Education, Enforcement and Compliance:** The Department is enhancing its SWEEP Unit by upgrading mobile electronic ticketing devices. This will allow the Department to communicate in real time, make data-driven decisions, and enhance citizen engagement in order to enhance enforcement impact and reduce the number of violations.

<b>FY19 Strategic Goals</b>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of citations issued <sup>1</sup>	77,255	31,761	90,000	88,000
Number of contacts and warnings <sup>2</sup>	44,038	22,904	50,000	70,000

<sup>1</sup> The FY18 target for this measure anticipated the use of mobile devices to record and issue citations. Until mobile devices are obtained, the Department expects this measure to trend below target. It is projected that the devices will not be available until Q1 of Fiscal Year 2019 at the earliest, following a delay in reimbursement funding from FEMA. The new mobile devices will allow for the more efficient issuance of citations as well as the tracking of contacts and warnings. This will provide increased opportunities for Streets' enforcement officers to proactively engage the community and, over time, decrease the overall number of actual violations.

<sup>2</sup> It is anticipated that contacts and warnings will continue to increase once new staff is hired during the remainder of FY18.

**Paving and Roadway Maintenance and Repair:** City streets and roadways must be resurfaced and maintained at optimal life cycle intervals to maintain the local street network in a state of good repair. Recent comprehensive efforts to fully fund and resource city resurfacing operations continue to move forward. Streets plans to continue to increase roadway resurfacing capacity incrementally with the long-term objective of achieving 131 miles of resurfacing annually. This is the necessary benchmark for maintaining a well-conditioned local street network. The capital program includes sufficient funding to reach the long-term resurfacing objective by the end of the six-year capital program. Over the next five years, Streets intends to repurpose programmed funding to further augment staffing levels, while at the same time ensuring sufficient levels of materials, supplies, and equipment necessary to support increasing resurfacing operations.

To protect the City's investment in its streets, the Department plans to issue a proposed regulation, under City Code authorization, that would establish a five-year paving moratorium on newly-resurfaced streets and roadways. In accordance with the proposed regulation, any utility or agency seeking a permit or emergency notification to excavate in a street that has been paved within five years must repave at least one lane at the agency's own cost. The FY19-23 Plan proposes to add two additional positions and a vehicle, at a cost of \$119,000 in FY19 and \$94,000 for the remaining years of the Plan, to conduct inspection and enforcement activities associated with this proposed regulation.

The Five Year Plan also proposes a significant investment of \$2.2 million in FY19 and \$1.9 million annually for the remainder of the Plan to fund the implementation of bike lanes and traffic calming approaches throughout the city, in alignment with the City's Vision Zero Action Plan. This investment will fund 13 additional staff persons, along with six vehicles and supplies, who will be dedicated to implementing a network of over 400 miles of protected bike lanes.

The Department is also utilizing GPS technology to improve and enhance its winter storm operations. Snow-fighting vehicles are being equipped with GPS devices, which will allow for their more efficient deployment specifically on primary and secondary roads and provide for planning and analysis in preparation for future winter storm events.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Resurface a total of 95 miles of streets and roadways in the city during FY19.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Pothole response time (days) <sup>1</sup>	2.3	3.2	3.0	3.0
Miles resurfaced <sup>2</sup>	56	41	75	95

<sup>1</sup> The Department is trending slightly over target due to focused efforts during October and November on resurfacing and other roadway repairs coupled with decreased pothole repair activity in December as a result of a series of early winter events and cold weather.

<sup>2</sup> One mile equals 17,250 square yards.

**Right-of-Way (ROW) Management:** The ongoing high-volume commercial and building development in the city has significantly impacted sidewalk and street closures related to construction, as well as illegal commercial encroachments. Accordingly, as part of overall Vision Zero initiatives, the Department continues to strategically focus its ROW management efforts on the safe and efficient egress of traffic, particularly for pedestrians and bicyclists, when roads and sidewalks are closed or obstructed as a result of development activities. The Department continues its efforts in strategically maximizing ROW management capacity by implementing technological process improvements and increasing permitting and inspections staff. It is anticipated that this increased emphasis will significantly enhance the department's ability to capture illegal commercial encroachment activity and ensure increased safe and efficient egress of pedestrian, bicycle and vehicle traffic where encroachments exist.

The FY19-23 Five Year Plan also includes an additional \$105,000 of annual funding for two additional staff persons to conduct Right-of Way plan reviews. This addition will allow the ROW unit to consistently reach a 90% on-time completion rate for these reviews, a regulatory requirement for the Department to begin charging a plan review fee. The proposed additional staff will enable the department to generate additional revenue, which will offset the cost of their salaries.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>Achieve an annual average 90% on-time rate for ROW design plan reviews during FY19.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of ROW inspections	12,707	6,810	13,200	13,200
Percent of ROW plan designs completed on-time <sup>1</sup>	N/A	81%	N/A	90%

<sup>1</sup> This is a new measure for FY19. The FY19-23 Five Year Plan includes additional staff starting in FY19 to enable the department to reach a 90% on-time completion rate consistently.

**Traffic Engineering, Maintenance and Management:** The Department remains committed to the Mayor's Vision Zero initiative and strategic approach to the city's overall safe and complete streets transportation network that includes significant infrastructure improvements and a multi-modal and comprehensive focus on traffic, pedestrian, and bicycle safety. This program is focusing its efforts and resources in high-injury network areas that represent the most problematic intersections and street corridors as identified in the Vision Zero Action Plan. Concept solutions will be developed at these locations on an ongoing, project-to-project basis each year to ensure the greatest impact on increasing public safety. Streets will also continue to enhance and expand the fully integrated Traffic Operations Center (TOC) in order to further centralize traffic control and intelligent transportation systems throughout the city.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>• Increase the number of signalized intersections connected to the TOC by 2% during FY19.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Average days to repair traffic light	1.0	1.0	1.0	1.0
Average days to repair traffic sign <sup>1</sup>	35	34	29	29

<sup>1</sup> While above the fiscal year overall target, the average days to repair traffic signs is trending down compared to the end of FY17. As new field staff is hired, this positive trend should continue.

**Street Lighting Maintenance and Repair:** Streets will continue to implement its citywide LED Conversion initiative with the long-term objective of converting all city street lights to energy-efficient and more effective LED lighting systems. Streets plans to convert 2,000 lights to LED each year over the next five years as a goal at a projected cost of \$3 million. Efforts will primarily target troubled, high-crime areas, as LED lights provide greater visibility relative to their incandescent counterparts, providing an increased sense of safety and better conditions for residents and street traffic.

This program also manages the placement and use of distributed antenna systems (DAS) and small antennas installed on City-owned pole assets that are located on the public right-of-way. A number of companies are currently using and/or would like to use City-owned poles to install DAS and small antennas that will enable these companies to enhance or provide wireless service in various city areas. A new Streets Ordinance will regulate the use and location of DAS/small antenna systems on City poles and charge an associated fee for their use. The FY19-23 Five Year Plan includes funding for six additional positions and two vehicles to assist with the administration of this program. It is projected that the City will accrue additional revenue as a result of the implementation of this new initiative. This revenue will fully offset these additional costs.

FY19 Strategic Goals				
<ul style="list-style-type: none"> <li>• Convert 2,000 streetlights to LED lighting during FY19.</li> </ul>				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Average response time for pole knockdowns and foundation repairs (15-day goal) <sup>1</sup>	N/A	42	32	32
Average response time for major street lighting repairs (30-day goal) <sup>1</sup>	N/A	60	30	30

<sup>1</sup> This is a new measure for FY18, so data is not available for FY17.

**Engineering Design and Construction:** The Department continues to maintain a highly effective and successful capital program, coordinating and performing review and approval for multiple and varied private development and various roadway, bridge, signal and streetscape projects around the city. Many of these projects contribute to a more efficient street system, which results in less congestion, enhanced traffic egress along city roadways or alternative bicycling and pedestrian trail ways, and reduced fuel consumption. The Department's capital work is aligned strategically with Vision Zero by proactively working to restore multi-modal access to neighborhoods and closing the gaps to provide safe egress for pedestrians and bicyclists in key breaks to the city's multi-modal network. Each project goes through a vetting process to investigate opportunities to calm traffic, reduce congestion, enhance access and safety for bicycles and pedestrians, and reduce high injury crashes. Significant projects planned in this capacity include rehabilitation of the Martin Luther King Bridge to incorporate multiple modes of transportation through safe pedestrian and bicycle connections and the city's Island Avenue corridor. This corridor is known currently for high-injury crashes. This project to rehabilitate the bridge will include complete reconfiguration of lanes, trolley stops, and intersections to provide a more consistent and safer arrangement that maintains capacity but also reduces pedestrian crossing distances and relocates bike lanes off the street and to a separated trail.

Streets has been very successful in obtaining competitive grant awards for a variety of transportation-improvements projects, including multi-modal projects, with a total of \$34 million in potential grant funding awarded in 2017. The FY19-23 Five Year Plan includes a significant investment of \$1.3 million annually for 12 additional staff persons to assist with the project management and coordination of these grant funds. This additional staff is needed to enable full utilization of existing funding, as well as to maximize federal and state matching funds for capital projects.

FY19 Strategic Goals				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of ongoing construction projects <sup>1</sup>	20	20	15	15
Number of ongoing designs <sup>1</sup>	28	25	20	20

<sup>1</sup> Lower targets indicate that the Department is completing projects.

**City Street Plans and Surveying:** The FY19-23 Five Year Plan proposes an investment of \$1.1 million annually to fund 19 additional surveying staff persons. Construction of Streets Department projects has tripled in the past 10 years, making it difficult for existing staff to keep up with the workload. The additional proposed staff would also allow the Department to conduct more private survey work and to collect additional revenue from fees charged for this work. These fees are estimated to generate about \$780,000 in additional revenue, partially offsetting the cost of the additional staff.

Streets is working with the Office of Property Assessment (OPA) in order to improve the process for ensuring that land area stricken streets are restored to the tax rolls. In many past instances, the owners of the reversionary interests in the beds of streets being stricken have declined to file a deed for the vacated area after completion of the street striking. This has led to the existence of parcels of land which are not taxed and have no apparent owner of record. The Department is coordinating with OPA in order to assign these land areas to the appropriate owners for tax purposes without deeds having been filed. The aim of these efforts is to compel the owners to record a deed and fully eliminate any ambiguity regarding ownership and responsibility for these land areas.

FY19 Strategic Goals				
FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Average days survey district response time <sup>1</sup>	35	35	40	40
Total cost of survey services provided to others <sup>2</sup>	\$2,671,812	\$997,335	\$1,800,000	\$1,800,000

<sup>1</sup> Workload has increased due to the increased volume and scope of construction projects. This has impacted response time.

<sup>2</sup> This represents survey services performed for developers and the public. Variations are due to increased workload volume.

**General Administrative Support:** The Department has partnered with the City as Model Employer initiative in further developing and enhancing its Future Track Workforce Development program. Specific programmatic improvements will be made to include expanded formal classroom training for participants, enhanced career development resources, formal training for program supervisors, and more rigorous program selection assessments and workplace expectation standards. Bridge employment to City civil service positions will continue to be enhanced for Streets-specific opportunities. The Streets Department contributed to an effort designed to establish a Citywide employment bridge across City departments so that program participants may have the opportunity to obtain employment in multiple departments beyond the department for which the program was managed.

<b>FY19 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>Successfully hire a minimum of five participants of the Department's Future Track workforce development program into civil service employment during FY19.</li> </ul>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Number of operating invoices processed	5,385	2,556	5,000	5,000
Average days to process operating invoices	7.0	4.0	4.0	3.5

# SUSTAINABILITY

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## MISSION

The Office of Sustainability (OOS) moves Philadelphia toward a shared vision of a city providing environmental, equity, economic, and health benefits for all.

The Office of Sustainability accomplishes this work through the following programs:

- **Greenworks:** Greenworks is the City's comprehensive sustainability plan, covering topics such as climate change, natural resources, air quality, waste management, food access, transportation, and green jobs. OOS works with partners around the city to improve quality of life for all Philadelphians, reduce the City's carbon emissions, and prepare for a wetter, hotter future.
- **Energy Office:** The City of Philadelphia's Energy Office, housed within OOS, manages City government energy operations; strategically procures cost-effective, reliable energy; promotes energy conservation and efficiency within City facilities; and develops and implements projects and programs that promote the efficient use of energy and reduce the City's environmental impact.

## ACCOMPLISHMENTS



*Mayor Kenney signs the Mayors for 100% Clean Energy Pledge.*

**Greenworks:** After the Trump Administration's decision to withdraw from the Paris Climate Agreement, the Office of Sustainability has supported the City in committing to take bold action on climate change. The City has participated in the Mayors for 100% Clean Energy pledge, the Climate Mayors commitment, the Mayors for Solar Energy pledge, the C40 Cities Deadline 2020 commitment, and most recently the Chicago Climate Charter.

In alignment with these commitments, OOS released a draft of *Powering our Future: A Clean Energy Vision for Philadelphia*, which highlights current

and expected trends in the energy system and identifies opportunities for the City, other government agencies, residents, and businesses to help achieve citywide climate and energy goals. The draft was open for comments through the end of January 2018.

In December 2017, OOS released 2015 and 2016 data from the City's energy benchmarking program, which requires buildings 50,000 square feet and larger to disclose their energy and water consumption annually. For buildings that have reported for all five years of the program's existence, the ENERGYSTAR score is the highest it has ever been in Philadelphia.

OOS worked with a local geospatial technology company to update a data visualization tool that helps building owners see how their buildings compare to peer buildings and encourages them to pursue energy efficiency upgrades.

OOS manages the Food Policy Advisory Council (FPAC), which, in partnership with the Procurement Department and the Department of Public Health, secured funding from the Center for Disease Control to support a Good Food Purchasing Coordinator for five years. The coordinator will investigate innovative contracting opportunities that will increase the City's capacity to procure foods that meet various definitions

of “good” food, including local, sustainable, healthy, and affordable. From FY10 to present, FPAC has also helped to rescue 7.7 tons of food that otherwise would have been wasted by composting food waste and donating excess food from major events. With support from the Zero Waste and Litter Cabinet, the City’s recycling rewards program merged with the Office of Sustainability’s Waste Watchers program, a program where volunteers help manage waste at large City events, to become the new program, Philacycle. At its inaugural event, the Philadelphia Marathon, Philacycle achieved a 90% diversion rate, making it the first “zero waste” (90% diversion rate or better) event of 2017.

Since the release of the updated Greenworks sustainability plan last year, OOS has made a concerted effort to increase public engagement and communications. Efforts to expand outreach include: participating in 133 events reaching over 8,000 people, increasing social media followers by an average of 37% across various platforms, revamping OOS’s newsletter for more targeted messaging, translating resource guides into Spanish, and providing sustainability information to new City workers during orientation.

**Energy Office:** On September 27<sup>th</sup>, 2017, OOS released the City’s first-ever Municipal Energy Master Plan, which serves as a roadmap for how Philadelphia’s government will work to reduce the causes of climate change in line with meeting the goals of the Paris Climate Agreement. Specifically, the plan sets four new goals to be achieved by 2030: reduce greenhouse gas emissions from the City’s built environment by 50%; reduce the City’s built environment energy use by 20%; generate or purchase 100% of electricity for the City’s built environment from renewable sources; and maintain the cost of energy. The goals will be accomplished through the dual strategies of reducing energy use and using cleaner energy.

As laid out in the Municipal Energy Master Plan, OOS is focused on reducing energy consumption in City facilities. The Plan will ensure that energy efficiency and sustainability are integrated into City capital projects, including Rebuild projects, by providing sustainable building guidelines.

Additionally, OOS issued a Request for Proposal (RFP) to pursue a Guaranteed Energy Savings Act (GESA) project at the Philadelphia Museum of Art (PMA), the largest energy consumer in the General Fund. The PMA is pursuing a large renovation project, which is an ideal time to install energy conservation measures such as lighting upgrades, efficient heating and cooling equipment, and building control systems. The project is anticipated to net savings over a 20-year term and will result in facilities that are easier to operate, are more comfortable for tenants, and have fewer immediate capital needs. City Council approved the bond financing and guaranteed energy savings contract on December 14<sup>th</sup>, work is beginning in early 2018, and work is expected to conclude in the fall of 2019. The contract will have an Minority-, Women-, and Disabled-Owned Business Enterprise (M/W/DSBE) participation rate of 41% and an estimated 74 direct construction jobs and 227 indirect jobs will be created over the course of the project.

Also as part of the Municipal Energy Master Plan, the City is committed to achieving a cleaner energy supply by purchasing or generating renewable energy. In partnership with the Philadelphia Energy Authority, the Energy Office issued an RFP seeking an off-site renewable energy power purchase agreement, through which the City would make a long-term commitment to purchase renewable energy from a large-scale wind, solar, or other renewable energy project in the region. The Energy Office is now evaluating proposals for further action.

Over the last three years, OOS has allocated over \$1 million of capital funding to City departments’ energy efficiency and sustainability projects through the Energy Efficiency and Sustainability Fund (EESF). Projects funded include light-emitting diode (LED) lighting in fire stations, sanitation yards and correctional facilities, as well as building control systems at library branches and the African American Museum.

Additionally, during high-demand days, such as on days that are hot and humid, the Energy Office works with facility managers of City buildings to voluntarily reduce electricity consumption. These actions help to increase grid reliability and avoid using high-emissions energy generation sources. Thanks to load

management programs, the City saved \$208,000 in utility costs and generated revenue of more than \$250,000 over the past summer.

Energy efficiency work led by OOS resulted in the One Parkway Building at 1515 Arch Street earning the U.S. Environmental Protection Agency's (EPA) ENERGYSTAR certification for superior energy performance, making One Parkway the first building owned by the City of Philadelphia to receive this recognition.

SolSmart, a program funded by the U.S. Department of Energy, designates municipalities that have met goals related to solar energy development as Bronze, Silver or Gold, depending on how well they have met these goals. After receiving a SolSmart Bronze designation last year, Philadelphia was awarded a SolSmart advisor to provide technical assistance to the region to make improvements. OOS worked with the Department of Licenses and Inspections to improve the solar permitting process. This effort resulted in Philadelphia receiving the highest designation, SolSmart Gold. Philadelphia's expedited solar permit standard shortens the processing period for small solar project applications, and allows these projects to proceed with only an electrical permit, as opposed to also requiring a building permit.



*Mayor Kenney speaks at the release of the Municipal Energy Master Plan.*

## PLANS FOR FISCAL YEARS 2019-2023

**Greenworks:** OOS will continue to work with departments to implement the actions outlined in *Growing Stronger: Toward a Climate-Ready Philadelphia* and advance policies that support climate adaptation. These efforts will include working with the Office of Emergency Management and operating departments to identify critical facilities that are exposed to climate risk and completing resilience audits that identify the changes needed to allow those facilities to function in a hotter, wetter future.

To support the work of FPAC's urban agriculture subcommittee, OOS will issue an RFP in 2018 seeking a consultant to research and write an urban agriculture master plan for Philadelphia, engaging key City and community stakeholders. The plan will help establish goals and metrics, formalize commitment to urban agriculture, engage in a land suitability analysis, develop funding strategies, and create road maps for interagency coordination and public-private partnerships.

OOS will also continue to work with other departments on a variety of sustainability projects. This work will include serving on the Zero Waste and Litter Cabinet; supporting the Procurement Department's sustainable procurement policies; working with the Office of Transportation and Infrastructure Systems on the Connect: Transportation Action Plan; serving on the Electric Vehicle Task Force; coordinating with Philadelphia Parks and Recreation on a tree strategy; and participating in the Citywide Flood Risk Management Task Force. Additionally, OOS will continue to work with the Office of Fleet Management on a green fleet strategy.

After the comment period closes, OOS will work with non-profit organizations, community groups, utilities, funders, and other stakeholders on the implementation of *Powering Our Future: A Clean Energy Vision for Philadelphia*. Specifically, OOS will support the creation of a community of practice for large businesses and institutions, an advocacy coalition, and a group that is focused on resident engagement.

OOS will work with a non-profit software development organization to make the Greenworks dashboard easier to update and edit, allowing OOS to share Greenworks data publicly on a more regular basis.

Lastly, OOS has received grant funding from Partners for Places and the Knight Foundation to support the Greenworks Equity Index, which will use data to identify areas where Philadelphians are not benefitting from sustainability. The funds will be used to hire an Equity Fellow to work with a neighborhood that has higher-than-average surface temperatures to help residents identify interventions to use during heat waves and to reduce temperatures in the long term. The project will launch in the spring of 2018.

<b>FY19 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>• Implement the Greenworks plan in partnership with other City agencies.</li> <li>• Educate and engage residents, businesses, community organizations, non-profits and other partners about Greenworks and encourage them to take action to achieve the common goal of a sustainable city for all.</li> </ul>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Social media followers (through Facebook, Twitter and Instagram)	11,479	11,983	13,200	13,780
People reached <sup>1</sup>	8,217	2,000	9,449	10,866
Number of resiliency audits of city facilities completed	0	0	3	3
Food waste composted and recovered through city activities (tons) <sup>2</sup>	19	8	9	10

<sup>1</sup>OOS expects this figure to increase during the second half of the year to meet the target.

<sup>2</sup>There was an uptick in food waste composted/recovered in FY17 due to the National Football League (NFL) Draft.

**Energy Office:** The Energy Office will continue to support Greenworks' energy reduction goals through data-driven strategies designed to increase awareness of energy usage and maximize energy savings. These strategies include continued use of the Office's web-based utility bill management database, where energy use data is collected and shared with City departments. Armed with the ability to track energy use through the database, agencies better understand the opportunities and benefits of energy efficiency. Through its Building Monitoring Pilot Program, the Energy Office monitors building activity for the City's four largest downtown buildings and communicates with operations personnel to highlight energy waste, help troubleshoot building controls, and highlight operations practices that need attention.

The Office will also continue to manage the City's participation in energy load management programs, like demand response, and will continue to measure and verify the City's first guaranteed energy savings project at the City's four largest downtown office buildings. The Energy Office will also continue to work with partners to advance the Guaranteed Energy Savings Act (GES) project at the PMA.

Ensuring that the City of Philadelphia purchases energy at an affordable rate is another goal of the Energy Office, which purchases the City's electricity, natural gas and vehicle fuel. The Office will continue to monitor this supply and work to minimize price volatility.

Through the Energy Efficiency and Sustainability Fund, OOS will make funding available to departments on a competitive basis to support energy efficiency and sustainability projects within City-owned facilities. The Energy Office will also finish reviewing responses to the renewable energy RFP, and if a qualified vendor is identified, will finalize a power purchasing agreement.

<b>FY19 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>• Attain a 3% reduction from the City of Philadelphia facility energy use and cost, as compared to a three-year average for FY15-17, including for General, Aviation, and Water Funds.</li> <li>• Ensure that 60% of General Fund square footage is participating in energy management practices supported by the Municipal Energy Master Plan.</li> <li>• Ensure that 75% of identified City departments are engaged in energy management practices supported by the Municipal Energy Master Plan.</li> </ul>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 only)	FY18 Target	FY19 Target
City of Philadelphia facility energy consumption, including General, Aviation, and Water Funds (million British thermal units) <sup>1</sup>	3.86	0.80	3.78	3.74
City of Philadelphia facility energy cost including General, Aviation and Water Funds (\$ million) <sup>1</sup>	\$63.85	\$13.50	\$73.92	\$71.40
Percentage of General Fund square footage participating in energy management practices supported by Municipal Energy Master Plan <sup>2</sup>	N/A		60%	60%
Percentage of identified City departments engaged in energy management practices supported by Municipal Energy Master Plan <sup>2</sup>	N/A		75%	75%

<sup>1</sup> This measure is reported on a one-quarter lag, meaning that FY18 year-to-date numbers are for FY18 Q1 only. The target is based on a 3% reduction in usage from 3-year average for FY15-17.

<sup>2</sup> This is an annual measure. This is new measure for FY18 following the release of the Master Plan in September 2017, so data is not available for FY17. Data for FY18 will be available at the end of FY18.

# WATER

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## MISSION

The Philadelphia Water Department (PWD) supports public health by planning for, operating, and maintaining the infrastructure and organization necessary to reliably provide an uninterrupted supply of high-quality drinking water for its 1.6 million customers; meeting household, commercial and firefighting needs; and sustaining and enhancing the region's watersheds and quality of life by treating wastewater to high standards and effectively managing stormwater.

PWD accomplishes this work through the following programs:

- **Finance:** This program is charged with overseeing the PWD's financial, accounting and budgetary functions, including overseeing the PWD's budget and accounting for PWD financial activities; achieving an affordable and fair rate structure through a transparent rate-making process; and issuing PWD Financial Reports. In addition, the program processes PWD expenditures and completes all preparation and follow-up documentation related to federal and state grants for the Water Department.
- **Human Resources and Administration:** This program supports the continued development of a talented and diverse PWD workforce by utilizing human resource planning (such as personnel recruitment, placement, career development and safety programs) and administrative services that are consistent with the long-term needs of the PWD and with the City's goals for diversity. This program also manages the building facilities, machine shop and security services for PWD.
- **Operations:** This program manages integrated water and wastewater services that meet or exceed all state and federal regulatory requirements to protect and preserve Philadelphia's water resources. It operates, maintains, repairs and improves the water systems necessary to purvey dependable potable drinking water while ensuring appropriate quality, pressure and volume. It also operates, maintains, repairs and improves the wastewater systems necessary to efficiently collect and treat wastewater and stormwater to protect and improve the environment.
- **Engineering and Construction:** This program provides technical support to the Operations Program. It prepares and implements the capital budget program which includes design, project control and construction management for new and existing assets. The program ensures the renewal and replacement of the PWD's conveyance and collector systems, as well as its treatment facilities.
- **Planning and Environmental Services:** This program manages the Green City, Clean Waters Program and other regulatory compliance obligations. It provides strategic planning and research support for the Department. This program also manages laboratory services to support compliance and quality initiatives, as well as materials analysis for capital projects and procurement.
- **Public Affairs:** This program creates and implements comprehensive communications strategies to inform and educate Philadelphians about PWD, to expand access to PWD services, and to provide residents with critical information in times of breaking news or emergency repairs, making sure that residents continue to receive information from the Department in a timely and comprehensive manner. This includes the management of the newly merged Customer Contact Center which receives customer calls regarding water emergencies, requests for customer service, and information about billing and collection. The program also has a special focus on public engagement and community relations, and mediates the needs, expectations and concerns of PWD's stakeholders. This program facilitates, with the Mayor's Office, media access to the PWD; designs and executes a digital strategy to engage citizens; and ensures that key information about the PWD is available to residents.

## ACCOMPLISHMENTS

**Finance:** In FY17, PWD worked with the Office of the Director of Finance, the City Treasurer's Office, and other departments to issue two series of City of Philadelphia, Water and Wastewater Revenue Bonds. The debt issuance maintained current "A" category ratings from all three major rating agencies [A1 (Moody's), A+ (Standard & Poor's) and A+ (Fitch)] with stable outlooks.

Also in FY17, PWD implemented monthly budget performance reports for all of its programs to better manage its operating budget and five-year financial plan. PWD fiscal staff also worked with accounting staff from the Office of the Director of Finance to complete the PWD portion of the City's Comprehensive Annual Financial Report (CAFR), which is produced on an annual basis.

PWD's Accounting Unit worked to process vendor payments and payroll efficiently and on a timely basis and began designing, with support from the Office of Innovation and Technology (OIT), a digital vendor document system to make it easier for vendors to submit invoices electronically. The system is projected to be fully implemented by the end of calendar year 2018.

**Human Resources and Administration:** In FY17, PWD continued to provide opportunities for Philadelphia youth, young adults, and citizens with barriers to employment to gain career exposure, workforce development training, and access to permanent employment opportunities with the City, including participating in the City as Model Employer initiative, and in the private sector. In FY17, over 100 Philadelphia high school and college students were provided with student employment opportunities exposing young professionals to a variety of water industry career paths. The Department also provides funding and support to PowerCorps PHL, a workforce training program with a proven track record of connecting citizens with barriers to employment to career pathways. In FY17, PWD provided over 50 PowerCorps participants with training and professional work experience, ranging from stormwater infrastructure maintenance to waterways restoration. In addition to student employment and training partnerships, the Department expanded pathways to permanent employment for graduates of PowerCorps and Philadelphia School District technical trades programs by increasing apprenticeship opportunities across the Department. Currently, 16 PowerCorps alumni and 13 Philadelphia trades program graduates are employed in permanent or trainee positions within PWD, ranging from electrician to grounds and facilities maintenance workers.



*A large trench is excavated along Laurel Street for a box sewer, part of the Northern Liberties Storm Flood Relief project (NLSFR) to double the capacity of the system it is replacing.*

**Operations:** The three Water Pollution Control Plants (WPCPs) maintained high levels of treatment efficiency and met all permit requirements in calendar year 2016. All three plants received a platinum award from the National Association of Clean Water Agencies ("NACWA") – their twelfth, sixth, and seventeenth platinum awards, respectively, for the Northeast, Southwest, and Southeast. The platinum award is given to facilities that are in perfect compliance with the Environmental Protection Agency's (EPA) National Pollutant Discharge Elimination System (NPDES) requirements for five consecutive calendar years. These requirements address water pollution by regulating point sources that discharge pollutants.

The Water Department also received the 15-year Director's Award, from the Partnership for Safe Water, an alliance of six drinking water organizations that offers self-assessment tools and programming to improve the performance of water system operations. The Award acknowledges that PWD has continued to meet or exceed all "Phase III" requirements, which indicate high-quality water treatment, for 15

consecutive years. These efforts have also enabled the Water Department to meet the requirements of the EPA's Interim Enhanced Surface Water Treatment Rule and the Long Term Two Enhanced Surface Water Treatment Rule, both of which outline drinking water requirements for public water systems.

PWD's three drinking water treatment plants and three wastewater treatment plants continued to achieve 100% compliance with the Safe Drinking Water Act and Clean Water Act permit requirements, respectively.

The Leak Detection Survey program has operated successfully within the Water Conveyance Section for over thirty years. Leak detection crews use state-of-the-art technology (leak correlator and correlating leak loggers) to proactively survey the water distribution system for hidden leaks. In FY17, the Water Department surveyed 1,052 miles of small-diameter mains, with corrective measures abating approximately 14.0 millions of gallons per day of leakage.

**Engineering and Construction:** In FY17, this program encumbered \$334.6 million, keeping pace with its planned spending for FY17 and reducing the capital appropriations carried forward from prior years. Capital-funded projects included replacing 19 miles of water mains, reconstructing/rehabilitating seven miles of sewers, making improvements to PWD facilities and installing green stormwater infrastructure. The rehabilitation of the Belmont Water Treatment Plant raw water basin was also completed in FY17. This project included dredging, relining of the basin, replacement of the center flume, spillway construction, and the addition of the carbon feed system.

In August 2017, the Water Department replaced the Capital Program Integrated Tracking system (CAPIT) with a newer version designated as the Capital Improvement Program Information Tracking system (CIPIT). The new system will capture additional data on capital projects and improve reporting capabilities.

The PWD continues to coordinate with the Streets Department and all other utilities for work in the street, from the capital project design phase to post-project street repairs and repaving. The Department worked with Streets and the Department of Licenses and Inspections to update the sewer connection and inspection process for plumbers, resulting in better connections and long-term sewer and street conditions. This work will help preserve the structural integrity of both City streets and PWD water and sewer infrastructure. The new sewer connection protocol was implemented in early FY18.



*A thriving rain garden, constructed by the Philadelphia Water Department in 2016, drains over 38,000 sq. ft. of stormwater runoff in Germantown.*

**Planning and Environmental Services:** Under a Consent Order and Agreement with the Pennsylvania Department of Environmental Protection, the City is required to reduce the amount of Combined Sewer Overflows, which includes both stormwater runoff and sewage, entering rivers and creeks during wet weather. FY17 marked the completion of the first six years of the City's Combined Sewer Overflow (CSO) Long Term Control Plan Update, also known as Green City, Clean Waters. The program succeeded in achieving or exceeding all Water Quality-Based Effluent Limits (WQBEL) Performance Standards and producing all required regulatory

deliverables on schedule. To continue to track progress toward compliance with the 25-year program goals, PWD is now planning for successful attainment of the Year 10 WQBEL Performance Standards in 2021.

The Water Department continues to be in full compliance with the EPA's Lead and Copper Rule, which regulates the amount of lead and copper in drinking water. The PWD's corrosion control program minimizes the release of lead from service lines, pipes, fixtures, and solder by creating a coating designed to keep lead from leaching into the water. The Water Department has uniform corrosion treatment at all three water treatment plants, which helps minimize the release of lead and copper from the service lines and internal piping in residences, commercial and industrial facilities.



*PWD crews replace a water main to ensure that the city's 3,000-mile network of water mains provides reliable delivery of safe, top-quality drinking water.*

**Public Affairs:** In FY17, PWD began implementing a merger of the Water Revenue Bureau and PWD call centers. This merger will improve customer service by reducing wait-times, increasing first call resolutions, increasing efficiencies, and implementing multiple contact options for its customers.

In collaboration with Revenue, PWD implemented an income-based water affordability program, the Tiered Assistance Program (TAP), on July 1, 2017. This program, mandated by City ordinance, offers discounted water charges to low-income customers and customers with qualifying special hardships. TAP is different from previous billing assistance programs in a number of ways, including that monthly bills are based on income and that customers do not need to be delinquent on their bills in order to qualify. The Public Affairs program developed and executed a public communications and engagement campaign, which included advertising in newspaper and radio outlets; SEPTA posters targeted at stations and routes that typically serve needier neighborhoods; advertising and outreach on a variety of social media channels; convening an Advisory Committee composed of public advocates and organizations that work with PWD's low-income customers; and giving presentations to City Council constituent staff, civic and neighborhood organizations, and faith-based organizations.

The Public Affairs Program also manages the Fairmount Water Works Interpretive Center, which serves as the PWD's education arm and focuses on experiential learning in all aspects of water resources.

In FY17, in accordance with the Mayor's and Managing Director's Executive Order, PWD continued to ensure that its services, programs and activities are meaningfully accessible to limited English proficient (LEP) persons. When preparing public materials such as flyers, brochures and social media, the Department incorporated document translation. PWD also updated its website with translated materials. Additionally, with assistance from the Office of Immigrant Affairs, PWD developed materials to advertise the availability of Language Access Services to employees and the public. These materials included posters in public-facing units, employee flyers, Commissioner emails, and identification cards for field units to use Language Line Services.

## PLANS FOR FISCAL YEARS 2019-2023

Each of PWD's performance measures is reported on a one-quarter lag, meaning that the FY18 year-to-date (YTD) figure for each measure covers FY18 Q1 only.

**Finance:** This program will continue to work to make the PWD budgeting process more efficient and effective by collecting and analyzing various costs and metrics closely to ensure a fair rate structure and preparing a five-year projection of the Water Fund costs to ensure that the Department is able to maintain a sound financial position. The City has commenced the next rate proceeding by filing its advance notice on February 12<sup>th</sup> in order to implement an anticipated rate increase effective the first quarter of FY19.

The City has “A” category ratings for its City of Philadelphia, Water and Wastewater Revenue Bonds from all three major rating agencies: A1 (Moody’s), A+ (Standard & Poor’s) and A+ (Fitch). During the next year, this program will work with the Office of the Director of Finance, the Treasurer’s Office, and other departments to ensure that the bonds retain both their existing ratings and stable outlook.

The Accounting group will encourage more vendors to request payments through electronic automatic clearing house (ACH), resulting in faster payments. The group will also continue to identify internal efficiencies related to vendor payment processing.

<b>FY19 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>• Ensure timely administration of operating and capital budgets, PWD invoicing, and the timely completion of all financial reports.</li> <li>• Maintain PWD five-year financial plan to ensure financial resiliency and maintain existing credit ratings.</li> </ul>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 only)	FY18 Target	FY19 Target
Maintain current credit ratings (A+ / A1 / A+) <sup>1</sup>	A+, A1, A+	N/A	A+, A1, A+	A+, A1, A+
Achieve targeted debt and liquidity metrics as defined by the Department’s Financial Plan <sup>2</sup>	100%	N/A	100%	100%

<sup>1</sup> This is an annual measure. The Water Department aims to ensure that the current creditworthiness of the Department does not decline.

<sup>2</sup> This is an annual measure. This measure assesses whether PWD is achieving its targeted debt and liquidity metrics as defined by the PWD’s Financial Plan.

**Human Resources and Administration:** This program will continue to build its capacity to recruit, hire, and train staff while supporting and expanding a "safety culture" throughout the Department. In each of these efforts, special focus will be directed toward the development and expansion of programs that are in support of the City as Model Employer initiative, including PWD’s Apprenticeship and Internship programs. In coordination with OHR, special focus will also be paid to continuing to reduce the overall vacancy rate.

The Facilities Management group will similarly continue to provide maintenance services throughout the Department, ensuring that each of PWD’s facilities is able to operate at full capacity without interruption. There will also be an ongoing effort to review and modernize security, commensurate with the demands and risks of a twenty-first-century utility.

<b>FY19 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>• Ensure that personnel recruitment, placement, training, career development and safety programs are consistent with long-term needs of the Department and the City’s goals for diversity and inclusion.</li> <li>• Coordinate labor management initiatives and employee relations programs with PWD’s long-range operational plans.</li> <li>• Coordinate personnel functions with initiatives in workforce and management planning.</li> </ul>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 only)	FY18 Target	FY19 Target
Departmental vacancy rate (%) <sup>1</sup>	11%	10%	< 10%	< 10%

<sup>1</sup> The vacancy rate is derived by taking the number of vacant positions and dividing it by the total number of approved budgeted positions.

**Operations:** Operations will continue to operate the water and wastewater systems dependably, supplying service to the city of Philadelphia and 11 wholesale customers. This program will maintain, repair and improve the water and wastewater systems efficiently by investing in infrastructure, evaluating alternative

technologies, managing PWD maintenance programs, and investing in new technologies, all while continuing to maintain the structural redundancy that is needed to ensure continuous operation. Operations will also continue to improve maintenance efficiencies for Green Stormwater Infrastructure.

Key services will comply with existing and anticipated state and federal regulations. Operations will also continue to evaluate alternative methods for achieving compliance to address changing regulations and will continue to work with regulators, peer groups and experts to ensure long-term compliance. PWD will also continue to work on updating metering infrastructure. In FY17, PWD issued a Request for Proposal (RFP) to replace its current water infrastructure. PWD anticipates entering a long-term contract, following City Council approval. The age of the current metering transmitters makes their replacement necessary to mitigate risk of interruption for meter-reading capabilities and related provision of service to more than 1.6 million residents. New advanced metering infrastructure (AMI) will allow PWD to deliver more cost-effective service and improved service to customers. The system will offer real-time management for more complete monitoring of the entire system. In addition, new functionality, including tamper and leak detection and meter failure notification, will support greater overall system reliability.

FY19 Strategic Goals				
Measure	FY17 Actual	FY18 YTD (Q1 only)	FY18 Target	FY19 Target
Millions of gallons of treated water <sup>1</sup>	82,846	22,249	meet customer demand	meet customer demand
Percent of time Philadelphia's drinking water met or surpassed state and federal standards	100%	100%	100%	100%
Miles of pipeline surveyed for leakage	1,052	229	1,110	1,110
Water main breaks repaired <sup>2</sup>	655	105	905	905
Average time to repair a water main break upon crew arrival at site (hours) <sup>3</sup>	6.7	6.1	8.0	8.0
Percent of hydrants available	99.6%	99.4%	99.7%	99.7%
Number of storm inlets cleaned/year <sup>4</sup>	107,784	27,505	100,000	100,000
Wastewater treatment met or surpasses state and federal standards/month <sup>5</sup>	100%	100%	100%	100%

<sup>1</sup> PWD's target is to always meet customers' demand.

<sup>2</sup> PWD's target is to repair all water main breaks.

<sup>3</sup> PWD's service-level agreement is 8.0 hours.

<sup>4</sup> This is the number of inlets cleaned each quarter in PWD's system, which contains over 79,000 inlets.

<sup>5</sup> This is calculated by taking the number of days out of compliance and dividing it by days of the month or quarter.

**Engineering and Construction:** This program will continue to reinvest in the Department's infrastructure through its capital program. The Department's FY19 capital budget is \$353.6 million and includes funding for ongoing infrastructure upgrades and maintenance through pipeline monitoring and best practices in asset management. These investments will allow the Department to ensure reliability of service by replacing water and wastewater infrastructure that has reached the end of its useful life. They will also allow the Department to continue to meet regulatory requirements.

The Department anticipates that over the next twenty years, compliance with the Consent Order and Agreement will increase capital and operating expenditures related to its CSO Program requirements significantly. Looking ahead to the tenth-year milestone, PWD continues to review program cost and delivery to optimize the program while satisfying necessary regulatory requirements. As of the most recent

projections, the total cost of the 25-year program is approximately \$4.5 billion, of which approximately \$3.5 billion are capital-related costs and \$1 billion are operation and maintenance costs.

<b>FY19 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>Manage and maintain PWD's renewal and replacement program of the conveyance and collector's system.</li> <li>Optimize and/or maintain the resources required to renew the Department's treatment facilities to ensure reliability.</li> </ul>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 only)	FY18 Target	FY19 Target
Miles of sewers renewed <sup>1</sup>	7	N/A	≥ 8	≥ 10
Miles of water mains renewed <sup>2</sup>	19	N/A	≥ 30	≥ 32
Percent of capital budget encumbered <sup>3</sup>	100%	N/A	≥ 95%	≥ 95%

<sup>1</sup> This is an annual measure. This measure identifies the number of miles of sewer replaced in PWD's collectors system.

<sup>2</sup> This is an annual measure. This measure identifies the number of miles of water mains replaced in PWD's conveyance system.

<sup>3</sup> This is an annual measure. This measure determines the percent of capital budget dollars encumbered and is a percentage of the Department's overall capital budget, including Collectors, Conveyance, Treatment Plants, and Engineering and Material Support.

**Planning and Environmental Services:** This program will continue to utilize integrated planning and strategic and adaptive management approaches to support PWD's capital needs in line with achieving regulatory compliance obligations associated with the Safe Drinking Water Act, Clean Water Act and numerous drinking water quality and sourcewater protection regulations.

This program will continue to implement initiatives leading towards attainment of Green City, Clean Water Program WQBEL Performance Standards through planning and design of green stormwater infrastructure; coordination with numerous city agencies, private entities, non-profit advocacy organizations, and other partners to implement green infrastructure; and through regulatory planning and compliance simulations and evaluations utilizing water quality, hydrodynamic, hydraulic and hydrologic models.

This program will also continue to maintain PWD's environmental laboratories as safe, secure, professional, State-accredited, innovative laboratories that can support PWD's growth as a compliant, sustainable, and resilient utility.

<b>FY19 Strategic Goals</b>				
<ul style="list-style-type: none"> <li>Conduct planning and adaptive management analyses and strategies developed for compliance with regulatory obligations.</li> <li>Comply with required five-, 10-, 15-, 20- and 25-year milestones for the Green City, Clean Water Program.</li> <li>Provide laboratory support to the Department for compliance and quality initiatives.</li> </ul>				
<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 only)	FY18 Target	FY19 Target
Constructed greened acres <sup>1</sup>	129	58	200	200
Number of Green Acres design completed/year <sup>2</sup>	351	134	300	300
Analyses performed by Bureau of Laboratory Services/year <sup>3</sup>	411,911	99,896	400,000	400,000
Site inspections completed/month <sup>4</sup>	232	331	258	258

<sup>1</sup> This measure represents the number of greened acres associated with projects that have completed construction in the quarter that will be attributed to the CSO Long-term Control Plan Consent Order, which requires completion of 2,148 green acres by FY21.

<sup>2</sup> This measure represents the number of greened acres that have completed the design phase in the quarter that will be attributed to the CSO Long-term Control Plan Consent Order once constructed.

<sup>3</sup> This measure is calculated by taking the number of analyses performed at PWD's central laboratory. This measure is reported monthly in the PWD's Monthly Manager's Report.

<sup>4</sup> This is a measure of the number of average monthly site inspections performed at private properties installing stormwater management practices to confirm compliance with the approved design.

**Public Affairs:** This Program will continue its work on the comprehensive initiative of creating a single customer contact center in which PWD will be able to assist customers with questions regarding services, billing, assistance programs and emergencies.

During upcoming years, this program will continue to engage and communicate actively with customers in a variety of ways, including traditional printing of bill stuffers; a homeowner's guide (new); easy access to information on PWD's website and blog; social media integration with all messaging; and video and presentations, among others. These tools will support a variety of dedicated campaigns designed to ensure that customers have the information they need regarding assistance programs, lead in drinking water, Green City Clean Water, top quality tap water, rates, and other important topics.

The education center of the PWD reaches approximately 60,000 adults and children on a yearly basis via the Fairmount Waterworks. PWD's public engagement teams will continue to meet with residents in their neighborhoods to share information and receive feedback, recognizing that there is no replacement for person-to-person interaction.

#### FY19 Strategic Goals

- Establish a single communications channel through which to handle customer billing complaints, shut-offs and support for customers, while leveraging best practices and technologies to enhance customer interactions at multiple touch points.
- Implement a comprehensive communications plan that educates and engages with customers and the public-at-large in a manner that is timely, accurate, informative and highly accessible.
- Strive to transform residents and partners into water resource advocates through engagement and education.

#### FY19 Performance Measures

Measure	FY17 Actual	FY18 YTD (Q1 only)	FY18 Target	FY19 Target
Average speed to answer customers' calls (minutes) <sup>1</sup>	5.7	15.1	< 10	< 5
Number of non-City employees in attendance at public meetings <sup>2</sup>	4,578	2,259	>7,000	>4,800

<sup>1</sup> This is the average time it took for a call to be answered by an agent from when the caller first selected the option to speak to an agent. This measure does not include abandoned calls. FY18 YTD is abnormally high due to critical vacancies. The Department is hiring for those positions actively.

<sup>2</sup> FY18 Target is higher due to a rate increase request, which will likely see a higher number of non-City employees in attendance at public meetings.

# **INDEPENDENT/ELECTED AGENCIES**

# BOARD OF ETHICS

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## MISSION

The mission of the Board of Ethics is to promote public confidence in City government through its implementation, administration, and enforcement of the City's Campaign Finance, Ethics, Lobbying, and Financial Disclosure Laws. These Public Integrity Laws advance honesty, integrity, and transparency in City government. The Board also serves the public and promotes transparency in government by making detailed campaign finance and lobbying information easily accessible to the public on its website.

The five-member, independent Board of Ethics was established by ordinance, approved by the voters in May 2006, and began work on November 27, 2006. At the core of its mission are training and advice concerning compliance with the Public Integrity Laws so that City officers and employees, candidates and their treasurers, political committees, and entities and individuals involved in lobbying can avoid violations of the Public Integrity Laws. When necessary, the Board investigates complaints and enforces these laws to protect the public interest in a fair and effective City government.

## ACCOMPLISHMENTS

The Board continues to provide extensive advice and guidance to those affected by the Public Integrity Laws. Current and former City officers and employees, candidates for City elective office, campaign contributors, political committees, lobbyists, principals, and gift-givers seek advice from the Board every day. The steady, high demand for advice is reflected in the 1,865 informal guidance contacts addressed by Board staff in FY17. Informal guidance is available by phone, by email, and in person, and Board staff endeavors to deliver this informal guidance as quickly as possible. The Board also provides advice to the regulated community via written advisory opinions that offer a detailed analysis of the application of Public Integrity Laws to specific facts provided by a requestor regarding his or her prospective behavior. The Board issued five of these formal opinions in FY17.

In addition to providing advice and guidance, the Board has also provided training and outreach to achieve compliance with the City's Public Integrity Laws. The number and variety of classes presented by the Board continues to expand. For example, Board staff members conducted 56 ethics training classes in FY17 and expects to conduct at least 65 ethics training classes through the end of FY18. These classes are attended by employees, members of City boards and commissions, and departmental trainers.

Because the offices of District Attorney and City Controller were on the May 2017 Primary Election ballot, the Board offered six Campaign Finance training sessions in FY17. Three more classes were offered in FY18 for General Election candidates and political committees. These classes, presented with a representative of the Office of the City Commissioners, covered not only the requirements for candidates and political committees under the Pennsylvania Election Code and Philadelphia's Campaign Finance Law, but also the "nuts and bolts" of the City's mandatory electronic filing process. Email alerts on important issues and frequent email reminders of filing dates and requirements were used in addition to the in-person classes to provide maximum notice to candidates, treasurers and committees about campaign finance filing obligations.

Where necessary to ensure compliance with the Public Integrity Laws, the Board undertakes enforcement action. Board staff therefore conducted investigations which resulted in Board approval of 17 settlement agreements in FY17 in which parties agreed to pay the City monetary penalties, to disgorge funds related to acceptance of prohibited gifts, and to take remedial action ranging from terminating conflicted employment to filing or amending disclosure reports and attending training sessions. One of those settlement agreements involved the failure by an elected City officer to disclose required gifts and sources of income on statements of financial interests as required by the City's Ethics Code. This agreement also resolved violations of the Ethics Code's restrictions on accepting gifts.

In its effort to ensure timely compliance with the requirement to file campaign finance reports, in FY17, the Board approved and Board staff implemented a new process for resolving violations for filing late campaign finance reports without a formal settlement agreement. The Board collected \$6,900 from eight late filers with this new streamlined process. Details about these late filer penalties are made available to the public on the Board's website.

In a major step, Board of Ethics staff members are now actively using the Learning Management System (LMS), deployed by the City's Office of the Chief Administrative Officer, to manage and track mandatory ethics training registration and attendance. The immediate benefits of the LMS to the Board are unified training records, maintenance of class registration and waiting lists, and the ability to send reminder emails to those attending the Board's schedule of in-person, instructor-led ethics training classes. In a later phase of the LMS project, Board staff expects to design and offer online ethics, lobbying, and campaign finance training options. Because the Board has a small staff, the LMS project is important to maximize staff resources and, in the future, is expected to allow the Board to reach a larger number of individuals with different types of training.

## PLANS FOR FISCAL YEARS 2019-2023

The Board believes that compliance with the Public Integrity Laws is best promoted through training, outreach and easily accessible educational materials. The Board will therefore work during the next five years to maintain and expand the frequency and variety of its training and outreach activity, to continue to be responsive to all formal and informal requests for advice, and to advance transparency in City government by improving online access to campaign finance data and lobbying information. The Board also plans to enact new regulations to offer clear rules in plain language for compliance with the Public Integrity Laws and to continue offering educational materials and content on its website.

The Home Rule Charter (§ 4-1100) mandates that the Board of Ethics "administer and enforce...[the City's] ordinances pertaining to ethical matters." The Board is therefore responsible for the City's Public Integrity Laws, which include the Campaign Finance, Ethics, Lobbying, and Financial Disclosure Laws. The Board manages all components of these four major City laws by deploying its staff efficiently and effectively to provide training, advice, and compliance assistance to the members of each regulated community and to the public, and, when necessary, to engage in enforcement activity.

FY19 Performance Measures				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Estimate	FY19 Target
Number of Ethics Training Classes Conducted	56	35	65	65
Informal Guidance Contacts <sup>1</sup>	1,865	339	1,500	1,500
Penalties Collected <sup>2</sup>	\$42,990	\$31,283	\$38,450	\$40,000
Lobbying Registrations	255	31	225	225
Lobbying Registration Fees Collected <sup>3</sup>	\$48,400	\$5,600	\$42,600	\$42,600

<sup>1</sup> It is difficult to predict the volume of informal guidance requests in any year because outside factors dictate this workload.

<sup>2</sup> Board staff cannot know when it starts an investigation whether violations will be found and whether penalties will be imposed. Penalties collected in enforcement actions completed in FY18 may therefore not reach the \$38,450 estimate. The Board also wishes to note that the amount of penalties collected in a year depends on variables such as the number of City elective offices on the ballot. For example, it is reasonable to predict that the total amount of penalties collected for violations of the Campaign Finance Law in a year when there are two City elective offices on the ballot will be less than would be expected in a year when there are 22 City elective offices on the ballot.

<sup>3</sup> The total amount of annual lobbying fees received in FY17 increased significantly over prior years because the registration fee was increased by regulation from \$100/year to \$200/year, effective January 3, 2017.

# BOARD OF REVISION OF TAXES

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## MISSION

The Board of Revision of Taxes (BRT) is charged with the function of hearing appeals on real property valuations and addressing exceptions and inequities in those values.

The BRT is an independent, seven-member board appointed by the Board of Judges of the Philadelphia Common Pleas Court. The Board is required to hear assessment appeals. The Board only determines the value for a property when there is an appeal. The Appeals Board hears and renders decisions for real property assessment appeals, unique nonprofit applications, Homestead Exemption appeals, and *nunc pro tunc* petitions (“*nunc pro tunc*” means “now for then,” and allows property owners to file a petition at the present time for a previous deadline or tax year). The Board of View, an independent, three-member Board appointed by the Board of Judges, hears and renders decisions for condemnation (eminent domain) appeals.

## ACCOMPLISHMENTS

During the 2014 citywide assessment, approximately 25,000 appeals were filed with the BRT, with a combined market value of approximately \$18 billion. For tax year 2018, approximately 6,300 appeals were filed with a combined market value of more than \$22 billion. Although the appeal volume is only 25% of the volume seen in 2014, there is \$4 billion more (market value dollars, not real estate tax) at stake for tax year 2018 than it was in 2014. The majority of appeals filed for tax year 2018 are for commercial and industrial parcels. These include store fronts and small businesses, as well as larger entities. Individual hearings for these appeals take more time, due to the large value ranges in the millions of dollars, additional coordination for lawyers and appraisers to be present at hearings, and more sophisticated paperwork. The BRT will use every power to resolve each 2018 appeal by December 31, 2018.

Another new challenge for FY18 will be hearing and rendering decisions on real estate market value appeals filed by the School District of Philadelphia. The year 2017 was the first year the School District exercised its right to appeal. Although 2018 will be the second year the District exercised this right, it will be the first year that the Appeals Board will hear oral testimony for approximately 400 appeals filed. In these cases, the School District of Philadelphia is arguing that the market values are too low and asking the Board for an increase in the real estate market value. The Board will hold one hearing per month for these types of appeals.

In addition, as the approach to real estate valuation for Low Income Housing Tax Credit (LIHTC) properties is undergoing change, the BRT received a couple hundred appeals filed for these types of properties. As communications have been ongoing among property owners, the Law Department, and the Office of Property Assessment, those appeals had an extended filing deadline and were received three months after the statutory October filing deadline. While these cases may be settled outside of a hearing, time must be allotted on the schedule and preparation for each case is required.

The Board of Viewers also continued hearing and rendering decisions for condemnation appeals over the last year. Since the Sharswood/Blumberg condemnation process began, the volume of eminent domain cases has doubled. Approximately 13% of those cases settled and about 40 cases have already been heard by the Board of Viewers. BRT anticipates that hearings will be held throughout FY19 as court orders arrive.

## PLANS FOR FISCAL YEARS 2019-2023

The BRT is looking forward to using the City’s new Computer-Assisted Mass Appraisal (CAMA) system, which includes an “appeal module” that BRT will eventually use. The new system will improve workflow processes and allow filers to track the status of their applications online. The implementation of the new software will streamline BRT’s currently antiquated processes and increase efficiencies between the BRT and OPA.

# CITY COMMISSIONERS

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## MISSION

The Office of the City Commissioners sets and enforces department policies to administer voter registration and conduct elections in accordance with federal and state voter registration and election laws.

## ACCOMPLISHMENTS

During FY18, the Office of the City Commissioners oversaw the November 2017 General Election and will oversee the May 2018 Primary Election. The 210,838 voters who cast ballots in the 2017 General Election represents a 78% increase in voter turnout from the comparable election cycle four years prior.

Administrative: The Office regularly reviews its internal processes and administrative rules in order to make election operations more efficient. The Office also instituted new administrative rules for its employees and designated a Chief Integrity Officer to make sure that the Office operates with fairness, transparency, and accountability. For the 2018 Primary, the Office is prepared to handle a potentially record number of challenges to nomination petitions filed while also processing and managing thousands of voter registration and absentee ballot applications successfully.

Modernization: For the first time, beginning in FY18, the Department will make nomination petitions for Ward Committeeperson available to be downloaded and completed electronically. This is a significant step not only for the efficiency of the Department in processing nomination petitions, but also for making the nomination process more accessible.

Outreach: The City Commissioners instituted an aggressive outreach program in FY18. The City Commissioners and staff attended events throughout the City and held information sessions to provide voters with pertinent information, register voters, and distribute absentee ballot applications. The Office conducted mock elections so new voters could familiarize themselves with Philadelphia's voting machines. Particular attention was paid to high school students turning 18 and senior citizens who recently moved into care facilities.

Language Access: In FY18, the Office fully implemented its Language Access Plan. Language identification cards have been posted in public-facing offices, supplemental posters and language guides have been distributed to polling places for use on Election Day, staff interpreters have been trained, and the Department utilized the City's Language Line for year-round telephonic interpretation services. In FY18, for the first time, all Office staff were trained on language access procedures, and new public guides were produced in various languages.

## PLANS FOR FISCAL YEARS 2019-2023

Efforts to modernize the Department, increase efficiencies, and ensure that the election process is open to everyone will continue to be at the forefront of the Office's efforts throughout FY19-23. The City Commissioners are prepared to manage annual Primary and General Elections as well as any potential Special Elections that may come up unexpectedly.

Modernization efforts for FY19-23 include plans to start allowing campaigns and candidates to electronically file campaign finance forms with the County Board of Elections. Modernization efforts also include procuring electronic poll books and analyzing the benefits of procuring a new voting/tabulation system. Providing the public with election-related information through the City Commissioners' website has also been a major focus of the Office, as the website allows everyone to have access to the same election data. For FY19-23, the Office will continue this work by taking steps to provide additional data and information in new formats.

# CITY CONTROLLER

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## MISSION

As the independent financial watchdog for the City of Philadelphia, it is the mission of the City Controller to promote the effective and efficient operation of Philadelphia government by identifying cost savings, recommending best practices and modernization, and exposing fraud and mismanagement. The City Controller's Office is an independent, elected office. The new administration was sworn in January 2018 and will focus on the following key areas: spending taxpayer dollars more efficiently and effectively, saving Philadelphia millions of dollars each year; auditing every department every year with a focus on best practices and modernization; investigating accusations of mismanagement and fraud by City agencies, employees and/or contractors; increasing transparency of City government by releasing data on City spending to the public; increasing diversity of the City's workforce; and researching key financial issues facing Philadelphia and taking policy positions to drive effectiveness.

The City Controller's Office will accomplish its mission with the help of the following divisions:

- **Pre-Audit:** This division provides oversight of the City's payment and purchasing processes. Its primary goals are to prevent inappropriate spending and preserve the integrity of the public bid process. This division monitors, reviews, and approves or disapproves all requisitions for payment of City funds, and responds to daily requests for information regarding vendor payments.
- **Audit:** This division examines the affairs of every office, department, board and any other agency receiving appropriations from the City annually. In addition, performance audits will be conducted to ensure that departments are operating both efficiently and effectively.
- **Strategy and Policy Analysis:** This division, which is new, focuses on modernization, cost-savings, and policy recommendations around issues that impact the finances of Philadelphia. This division is responsible for researching issues affecting the city as a whole, including identifying best practices from across the country that could be applied to the City of Philadelphia.
- **Investigations:** This division leads investigations into fraud, waste, and political corruption across the City of Philadelphia. This division coordinates and undertakes all investigations in response to tips and other information that may indicate misconduct on the part of City employees, fraud involving City contracts, worker injury abuse, and other issues as they arise. Investigations may be referred to the U.S. Attorney or the District Attorney for prosecution.

## ACCOMPLISHMENTS AND PLANS FOR FISCAL YEAR 2018

**City Controller:** An independent audit of the City Controller's Office will be conducted by an outside firm. This audit will ensure accuracy and accountability in the office and is expected to be completed by June 30, 2018. The Office will begin implementing the proposed recommendations in early FY19.

A comprehensive transition report highlighting the key plans of the new City Controller will be released before the end of March 2018.

**Pre-Audit:** From the beginning of FY18 through the end of January, Pre-Audit approved approximately 374,228 payment vouchers representing more than \$5.4 billion in expenditures. The division's Expenditure Control Unit identified \$3.6 million in cost savings through its examination of payment requests and other verification procedures.

**Audit:** In FY18, the City Controller's Office assigned staff to conduct a performance audit of the Department of Behavioral Health and Intellectual disAbility Services (DBHIDS). This audit will assess the validity and effectiveness of the Department's spending for mental health and drug and alcohol services. The audit will specifically probe the provider selection process, the effectiveness of the services provided, and the process for determining how much funding a provider receives, among other factors. The audit is expected to take approximately six months.

The Office is also conducting a performance audit of the City's sexual harassment policies and procedures, and the outcome of filed complaints. This audit will include a review of the City's governing policy, an analysis of disbursements made by the City, the process for reporting allegations of harassment or misconduct for City employees, the disposition of reported incidents, and the City's sexual harassment training process for employees. The audit is expected to take approximately three months.

The Audit Division has issued the following reports to date in FY18: Independent Auditor's Report on the City of Philadelphia's Comprehensive Annual Financial Report; Report on Internal Control and on Compliance and Other Matters for the City of Philadelphia; the Single Audit of the City of Philadelphia; Independent Auditor's Report on the School District's Comprehensive Annual Financial Report; Report on Internal Control and on Compliance and Other Matters for the School District of Philadelphia; the Single Audit of the School District of Philadelphia; the Independent Accountant's Report on Forecasted General Fund Statements of Operations for Fiscal Years 2018-2022; and various special audits.

**Strategy and Policy Analysis:** This team will analyze the current property tax abatement program to determine both development benefits and how much revenue the School District of Philadelphia has lost due to the program and how potential modifications to the policy may increase revenue for the School District of Philadelphia. The analysis will also examine the economic impact the abatement policy has had on the City of Philadelphia and the economic impact of potential modifications. By the end of FY18, the Strategy and Policy Analysis unit will issue a policy report regarding the research on the city's ten-year property abatement and its financial impact.

This unit will also research best practices and areas for modernization.

**Investigations:** This division will continue to evaluate all complaints of fraud, waste and corruption in City government in a timely fashion. The division will also review the ways in which complaints are received, processed, and investigated. This will include an updated and user-friendly form on the Controller's website to report fraud and the application of best practices to the fraud hotline.

## PLANS FOR FISCAL YEARS 2019-2023

With the new City Controller in office as of January 2018, the Office is going to evaluate performance measures over the next year and develop measures that make the most sense for the office and its functions. This will allow the Controller's Office to report more accurately on its performance.

**Pre-Audit:** This division will develop a strategy to ensure that City contractors are compliant regarding agreed-upon diversity on their worksites.

**Audit:** The division will transition from departmental audits to a risk-based audit approach that will assign risk ratings to each City department. Risk ratings ensure annual departmental audits are more meaningful. This division will implement the risk-based audit approach to the annual audits of each City department, beginning in FY19. Additional performance audits will be conducted to ensure efficiency throughout City government. In addition, the Audit Unit will develop and utilize an accountability dashboard that will establish criteria to hold departments responsible for making recommendations proposed in audits.

**Strategy and Policy Analysis:** This unit will engage in benchmarking comparisons with other cities to identify areas of potential cost savings and better service delivery. These identified areas will be publicized to both the public and broader City government to identify opportunities for improvement. The division will also implement data visualization technology to allow for financial reports to be more easily understood and accessible by the public. This will help the public to understand what the City of Philadelphia spends city tax dollars on.

**Investigations:** This unit will take a deep dive into issues ranging from political corruption to worker compensation abuse, sick leave, and any type of misspending that is fraudulent. The division is working toward strengthening its relationships and opening lines of communication with other City agencies that have interrelating subject-matter jurisdiction. This will enable the Controller to more effectively collaborate on matters when appropriate, and avoid duplication of efforts in intelligence-gathering and investigations of misconduct.

# CITY COUNCIL

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## MISSION

The 1951 Home Rule Charter established City Council to serve as the legislative arm of Philadelphia municipal government. City Council consists of seventeen Members. Ten Councilmembers are elected by District, and seven are elected by the City at-large. Each Member is elected for a term of four years with no limitations to the number of terms that may be served.

## DESCRIPTION OF MAJOR SERVICES

City Council is the City's legislative body, with the power to make law by enacting ordinances. City Council is responsible for reviewing and adopting the Mayor's proposed annual operating and capital budgets and the six-year Capital Program. Through its review process, City Council may amend the proposed budgets, either during the budget process itself, or later by separate legislation.

City Council authorizes the issuance of bonds that the City or some of its related agencies may sell. City Council hearings and meetings are pre-advertised and open to the public, in accordance with the Pennsylvania Sunshine Act. City Council is also responsible for making or confirming certain board, commission, and special services district appointments.

City Council established the Veterans Advisory Commission in 1957. The Commission was established to proactively serve veterans within the City by connecting them to the benefits and services they may require.

City Council established the Philadelphia Energy Authority (PEA), an independent municipal authority, in 2010. The PEA is authorized to facilitate and develop energy efficiency and energy generation projects, and to purchase or facilitate energy supply and energy services on behalf of the City of Philadelphia, government agencies, institutions, and businesses.

# DISTRICT ATTORNEY

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## MISSION

The Philadelphia District Attorney's Office (DAO) provides a voice for victims of crime and protects the community through zealous, ethical, and effective investigations and prosecutions. The Office is the largest prosecutor's office in Pennsylvania and one of the largest in the nation, serving the more than 1.5 million citizens of Philadelphia. The Office employs over 600 individuals, including approximately 300 attorneys, and is responsible for handling roughly 200,000 cases annually. The Office is currently organized into seven divisions: Trial, Pre-Trial, Juvenile, Law, Administration and Technology, Investigations, and Gun Trafficking and Community Engagement.

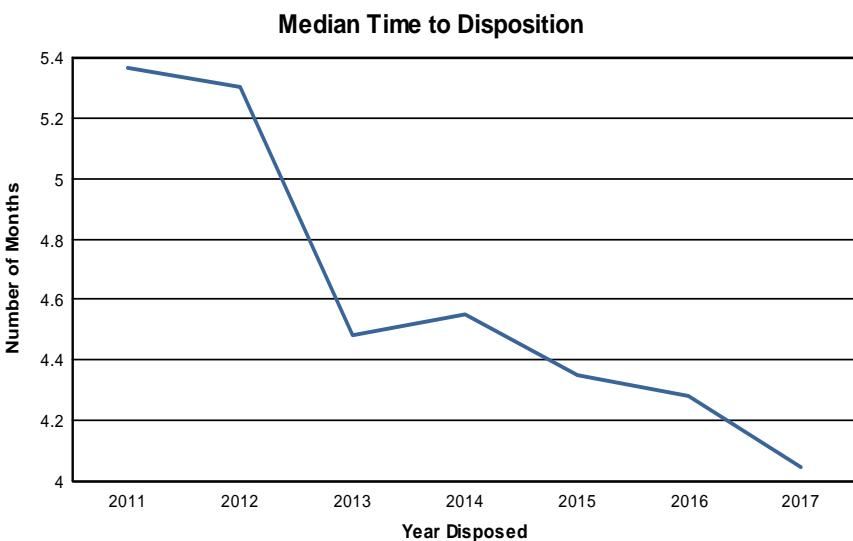
## ACCOMPLISHMENTS

Larry Krasner was elected District Attorney of Philadelphia on November 7, 2017. He was sworn into office on January 2, 2018. The DAO will focus its efforts on the 6% of offenders that commit 60% of the serious crimes in Philadelphia (Ratcliffe, J.H. (2016). Intelligence-led policing (2nd Ed.). NY, NY: Routledge). The DAO policies will focus on instituting a fair and effective criminal justice system.

Diversion: The DAO has a mission to expand Diversion when possible in order to enable offenders to receive the support they need and reduce their chances of recidivism. For most individuals, if the motivating factor that caused them to offend is removed, they will not likely be re-arrested. Efforts to increase the number of cases for Diversion are well on the way. Last year, there were over 1,200 Driving Under the Influence (DUI) cases sent to Accelerated Rehabilitation Disposition (ARD), where after successful completion, offenders are able to have their cases withdrawn and expunged. Changes were also made to the Intermediate Punishment (IP) program to allow for more individuals to enroll. Eligible offenders facing a revocation of probation due to technical or direct violations and have a drug addiction are able to receive expedited treatment referrals and additional resources to meet their needs.

The DAO has announced that it will no longer prosecute Small Amount of Marijuana (SAM) offenses. Hundreds of cases each year will no longer clog up the court system, leading to a decrease in unnecessary incarceration and probation supervision. Those individuals are provided with information and referrals to help have arrests expunged from their record.

The Choice is Yours (TCY) program has proven to be a tremendous success through the years. It is designed to help first-time drug dealers realize they do not have to sell narcotics due to a perceived lack of options in their life. Participants are required to obtain their high school diploma or General Equivalency Diploma (GED), complete 220 hours of community service, and remain employed or attend school. At the end of the program, the DAO has had successful young men and women employed as Comcast representatives,



teachers, college students, construction workers, etc.; most are without a criminal conviction and remain arrest-free. This program not only benefits those who graduate, but also creates savings onto the City of Philadelphia by avoiding the court and custody costs of prosecution. From the first TCY grant in 2012/2013, there were 59 graduates of the program who spent a total of 279 days in custody. However, there were 25 eligible offenders who rejected the program and decided to go to trial. Those individuals spent over 7,500 days in custody and still continue to add to the total each day.

**The Accelerated Misdemeanor Program (AMP):** This program has experienced remarkable success. Last year, there were over 4,500 cases diverted to AMP instead of going to trial. The offenders are required to either complete community service or provide proof of treatment for their addiction. Only 12% of individuals who successfully completed the program were re-arrested.

**MacArthur Grant:** The DAO continues to work collaboratively with its criminal justice partners within each of the seven Implementation Team subcommittees in achieving the MacArthur Safety and Justice Challenge's goal of a 34% reduction in the jail population. Specifically, the DAO expanded criteria to dispose of felony cases in the Early Resolution program, increased eligibility for felony drug offenders in the TCY program and DUI Treatment Court, supported efforts to readdress bail for offenders unable to pay due to economic circumstances, and continues working with the courts towards improving case flow and management throughout the criminal justice process, including during an offender's probation period.

In conjunction with the FJD, Pretrial Services, and the Public Defender's Office, the DAO continues its work in Early Bail Review (EBR). This program affords non-violent offenders with bail at or below \$50,000 a review hearing five days after their preliminary arraignment. If the offender remains in custody on less than \$50,000 bail at the five-day review date, the Public Defender may present additional background information, including verified, stable living arrangements, to secure the pre-trial release of these non-violent offenders from custody and placing them on a graduated form of pretrial supervision. Since July 2016, the Interim Supervisor of the Charging Unit has prepared the EBR list five days a week and has staffed courtroom 406 every day for the successful administration of EBR.

**Reentry:** In furtherance of reducing the prison population, the DAO continues to support returning citizens by sending them to various reentry programs such as a New Leash on Life, where they learn to train and care for dogs, or Goldring Reentry Initiative, where offenders gain valuable life skills and employment. These new skills and supportive efforts reduce the chances of reentering the criminal justice system. Recently, the DAO partnered with Temple University to start the Urban Greening and Sustainable Land Care Program. Individuals learn to grow fruits and vegetables and turn their new skills into lasting careers.

**Expungement Petitions:** The DAO has devoted significant resources to better facilitate expungements in Philadelphia. To further achieve this goal, the Office has dedicated many hours to this endeavor.

**Juvenile Life Without Parole Re-sentencing:** In conjunction with support from the City, the DAO's staff is working to further this important project. Significant staff hours continue to be required for reviewing archived homicide files, consulting with a panel of attorneys to determine the proper sentencing offer, and offering support to the family members of the victims. Regarding this effort, the DAO has requested and reviewed years of Department of Corrections records on each of the 315 defendants. In addition to the hours spent reviewing each case individually, each re-sentencing hearing requires an Assistant District Attorney from the homicide unit to spend in excess of three hours in court hearings. To date, 127 re-sentencing hearings have been held, and the DAO expects to hold 25 more by the end of the fiscal year. The DAO's Post Conviction Relief Act (PCRA) Unit and Federal Litigation Unit's caseloads continue to increase due to their handling of additional PCRA petitions and Federal Habeas petitions from juvenile defendants serving life sentences and seeking re-sentencing hearings.

**PCRA Unit:** The DAO's PCRA Unit has seen a dramatic increase in its caseload. In addition to the increase resulting from the Juvenile Life Without Parole petitions, this unit continues to review the 1,352 post-conviction petitions filed by the public defenders involving arrests made by any indicted officers and

anticipates receipt of an additional 400+ PCRA petitions that represent the backlog from the First Judicial District.

## PLANS FOR FISCAL YEARS 2019-2023

**Staffing:** As a result of the recent change in the administration, an unseasonably high number of employees transitioned out of the DAO in FY18. The office is committed to working to reduce the high levels of attrition. Approximately 49% of the DAO's prosecutors have fewer than five years of experience. This percentage is even higher in the trial division, where 62% of prosecutors have fewer than five years of experience in the courtroom. The DAO must retain experienced prosecutors who have the ability to meet the Office's mission and protect the citizens of the city.

The DAO is aggressively fielding applicants and hiring talent for key positions. In addition, the office is undergoing a reorganization effort to streamline departments and management to effectively meet the strategic initiatives and goals of the Krasner Administration. The process time associated with onboarding new employees is extensive as a result of the skillsets required to fulfill the Office's staffing needs.

**Immigration:** The DAO recognizes that addressing the threat of deportation in immigrant communities is inherent to building community safety. Victims and witnesses are not coming forward to notify police of crime, or are not participating in the subsequent prosecution for fear that they, or their loved ones, will be identified to Immigration and Customs Enforcement (ICE). At the same time, immigrant defendants, those with status and without, are often facing unbalanced consequences of their criminal convictions due to the often staggering immigration consequences. Criminal convictions, even very minor ones, can be the basis for removal, even for lawful permanent residents. Other convictions bar any avenue for relief in removal proceedings, preventing those immigrants with compelling equities the ability to fight against removal. By having a full and clear understanding of immigration law, Immigration Counsel can do four things: help craft pleas or other dispositions, as well as sentencing recommendations that are immigration neutral, or in more serious cases, preserve immigration relief, where appropriate; be the point person for visa certification requests for immigrant victims and witnesses who are assisting the prosecution and provide cohesive policy for when certifications will be signed; provide training and policy within the DAO, so that there is uniform consistently implemented policy so Office attorneys and staff understand why this is important and in what ways it effects their work; and finally by doing outreach in immigrant communities to build trust between affected communities and this office.

**Conviction Integrity Unit:** This Unit was created in 2014 as the Conviction Review Unit. Since its inception, the Unit has had a narrow mandate to only review legitimate post-conviction claims of actual innocence. The Unit has recently been renamed to reflect not only a broader mission to review wrongful convictions, but also to review viable claims of unfair sentences. Thus, in order to effectively staff this Unit to accomplish its stated goals, it requires an additional three full-time prosecutors, two full-time paralegals, and a full-time dedicated investigator.

**Technology:** As technology becomes more sophisticated and the court's and public's expectations require increased usage of expertise and automation during trials, the DAO's equipment needs become more expansive and vital than they were in the past. Not only must the DAO maintain the already existing equipment, but the Office must also keep up with evolving technology as well as additional demands from the Trial Division for projectors, screens, laptops, iPads, and applicable software. The critical technology needs include, but are not limited to the following:

- Novell Upgrade – This upgrade is for software and hardware and is required to maintain vendor support.
- Microsoft Active Directory – The DAO must transition from Novell to Microsoft due to various network issues.
- Microsoft Office – The DAO must upgrade the Microsoft Office Suite and Outlook email to Microsoft Office 365.
- Servers – Additional servers are required for storage and back-up capacity.

- Computers – Replacement of outdated computers and laptops.
- Equipment – Mobile tracking devices, flash drive duplicators, 40TB Raid Tower, and equipment for courtroom efficiency.

<b>Performance Measures</b>			
Measure	CY15	CY16	CY17
Median time to disposition for felony Common Pleas dockets (months)	8	7.5	7.5
Median time to disposition for misdemeanor Municipal Court dockets (months)	4.4	4.2	4.2
Percent of misdemeanor cases resolved through diversion programs	29.2%	27.6%	25.9%
Percent of cases diverted out of Charging Unit <sup>1</sup>	20%	20%	20%
Percent of felony Common Pleas cases resolved through early offer disposition in a Smart Room	19%	20%	34%

<sup>1</sup> The Charging Unit is responsible for reviewing police investigations including all available discovery, and assess incoming cases for criminal charges. The unit identifies cases for early diversion, handles arraignments, and argues conditions of bail.

# FIRST JUDICIAL DISTRICT OF PENNSYLVANIA

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## MISSION

The mission of the courts of the First Judicial District of Pennsylvania (FJD) is to adjudicate cases according to their jurisdiction and ensure fair, timely, and accessible justice to the citizens and litigants in the City and County of Philadelphia. The First Judicial District of Pennsylvania is composed of two courts which make up the Philadelphia County Court System: the Court of Common Pleas and Municipal Court. The Court of Common Pleas is made up of the following divisions: Trial Division, Family Division, Orphans' Court, and the Office of the President Judge. The Municipal Court includes the Criminal and Civil Division and the Traffic Division.

## ACCOMPLISHMENTS

The FJD requests that readers of this Five Year Plan view FJD's 2016 Annual Report<sup>43</sup> using the link to the FJD's website, [www.courts.phila.gov/reports](http://www.courts.phila.gov/reports). This comprehensive document details accomplishments, performance measures, and goals and objectives for each court and division, along with the services and programs provided to the citizens of Philadelphia. FJD's website also includes FJD's Strategic Plan.

Below are some highlights from the Annual Report and divisional overviews of the court system.

**Court of Common Pleas:** Court of Common Pleas President Judge Sheila Woods-Skipper joined other judicial, city and state officials at City Hall on October 13, 2016, to officially open Pennsylvania's first-ever Elder Justice Resource Center. Created as a result of recommendations from the Pennsylvania Supreme Court's Elder Law Task Force, a group formed during the tenure of former Chief Justice Ronald D. Castille. Chaired by Justice Debra Todd, the new Elder Justice Resource Center will be a one-stop resource for elderly citizens needing legal assistance or access to legal resources. The center provides direct services via volunteer attorneys, law students, and advocates experienced in senior legal issues. The center conducts referrals for seniors who need additional assistance, as well as educational workshops designed to inform Judges, court staff, and members of the public on issues of aging, capacity, elder abuse, prominent legal issues affecting seniors, and available resources for seniors.

The Civil Trial Division continues to further its pursuit of excellence in case management in an efficient and productive manner. The Civil Section's ongoing effort to provide access to justice was actualized by the implementation of innovative and progressive case flow management systems, continuous education for judges and support staff, and the creation of appropriate pre-trial forums and technological advancements. The following accomplishments confirm the strong judicial leadership, the high level of judicial productivity and the commitment of the civil judges to the goals and objectives of the various civil case management programs.

- The Civil Section received 34,149 new filings and disposed of 41,089, and conducted 297 civil jury trials and 331 non-jury trials.
- Over 530,000 pleadings were electronically filed, reviewed and accepted.
- Ninety percent of all civil cases were disposed within 24 months of initial filing.

The Criminal Trial Division continued its commitment to the administration of justice and reform by partnering with other justice stakeholders to achieve measurable outcomes. Pretrial and case management restructuring is reducing the percentage of incarcerated individuals awaiting trial to reflect national averages. Increasing collaboration across the criminal justice system aims to reduce the overall prison population and address racial- and economic-based biases across the system. The following is an example

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<sup>43</sup> At the time of publication, FJD data was only available for calendar year 2016. More recent data is expected to be available in late winter/early spring 2018.

of the division's efficiency: clearance rates of over 100% in Homicide, Major and Waiver cases. A clearance rate over 100% means that more cases are being disposed than are filed (new cases) for the same period, thereby reducing the overall inventory.

The Family Court Division consists of the Juvenile Branch and Domestic Relations Branch. FJD's annual report provides a detailed listing of the numerous day-to-day operations, initiatives, programs and outcomes of the Philadelphia Family Court. Philadelphia Family Court continues to be a model court in both the Juvenile and Domestic Relations Branches by implementing widespread reforms that are both physically and socially responsible. The Juvenile Branch has jurisdiction over delinquency, dependency, truancy, termination of parental rights and adoption proceedings. The Domestic Relations Branch has jurisdiction over paternity establishment; child and spousal support order establishment, order modification, and enforcement; custody; and divorce and domestic violence matters.

Jurisdiction in the Orphan's Court Division covers a wide range of matters including, but not limited to, guardianships of minors and incapacitated persons and their estates, descendants' estates, marriage licenses, powers of attorney, and nonprofit corporations committed to a charitable purpose. In addition, the Orphans' Court oversees appeals from the Register of Wills, including will contest, as well as matters involving both inter vivos (the transfer of property by agreement between living persons and not by a gift through a will) and testamentary trusts (trust created by the terms of a will). These matters constitute the more traditional jurisdiction of the Court and are performed with such efficiency that this litigation goes mostly unnoticed by the general bar and public, but to the litigants and society, the Court provides reasonable expectation, closure of extremely contentious matters and vindication of the rule of law.

**Municipal Court:** The Municipal Court Criminal Division continues its reform initiatives by proactively participating in the MacArthur Foundation Safety and Justice Challenge. The Criminal Division also continues to collaborate with FJD's justice partners to bring about additional reforms.

Statistical review: The Criminal Division witnessed a reduction in filed cases due to reform initiatives and the expansion of prearrest diversion efforts. Forty-eight thousand, seven hundred and seven new felony, misdemeanor and nontraffic summary citations were processed in 2016 with 52,588 adjudicated (clearance rate of 108%).

Goals: The Criminal Division continues its involvement in the expanded FJD reformation project through the expansion of the MacArthur initiatives, namely seeking alternatives to cash bail through a risk assessment model, providing a range of pretrial release conditions and other factors to ensure defendants appear for court, case processing and continuance review initiatives and Detainer Alternative Program.

The Municipal Court Civil Division remains mindful of its statutory jurisdiction and continues to provide access to justice "whereby it shall not be necessary for the litigants to obtain counsel."

Statistics: The Civil Division processed 77,574 Landlord/Tenant, Small Claims, Code Enforcement, and Transfer of Judgment cases and Dispositions totaled 87,583 resulting in a clearance rate of 115%.

Goals: The Civil Division continued to provide access to justice by making Municipal Court Civil Litigation Automated Internet Information Management System (CLAIMS) available to pro se litigants and offering a comprehensive training session and training materials. The Division convened a working group of landlord and tenant representatives to explore additional avenues to ensure access to justice for unrepresented individuals.

For the Municipal Court, Traffic Division, 2016 was a historic year as the citizenry voted to amend the Pennsylvania Constitution by abolishing the Philadelphia Traffic Court and removing all references to it and its judges from the constitution, thereby solidifying the court's position as a separate division of the Philadelphia Municipal Court. In 2016, over 323,000 appeared in the Traffic Division, 202,000 were contacted by automated IVR for court notices and 94,000 individuals received telephonic assistance from court operators.

# REGISTER OF WILLS

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## MISSION

The Office of the Register of Wills (ROW) is comprised of the Register of Wills Division and the Clerk of Orphans' Court Division. The Register of Wills is an elected official serving as the Administrative Officer overseeing these Divisions. The mission of this Office is delivered within two main functions:

- The Register of Wills provides the City of Philadelphia with the resources necessary for the efficient probate of wills presented for the grant of Letters Testamentary, estates requiring Letters of Administration, and the maintenance and preservation of these records. Probate records are eventually archived off-site. Revenue is generated through fees associated with estates probated, additional fees for previous estates, record research and the collection of inheritance taxes due to the Commonwealth of Pennsylvania.
- The Orphans' Court Division oversees Trust, Decedent and Guardian Accounts for the City of Philadelphia, as well as manages all procedures relating to the issuance of Marriage Licenses and maintenance of Marriage Records.

## ACCOMPLISHMENTS

The ROW assesses its Fiscal Year accomplishments through the achievement of the following:

- The efficient Probate of Wills for Grant of Letters Testamentary and Letters of Administration and the issuance of short certificates and collection of additional fees associated. The Office continues to manage research generally relating to real estate conveyance in the City of Philadelphia as well as genealogical research.
- The issuance of Marriage Licenses as well as the management of archived records. The ROW continues to maintain jurisdiction over decedent, trust, and guardian accounts and fees associated with these filings.
- Additionally, the Register of Wills has offered Career Development Program opportunities for students of public schools for many years and continues to be active in opportunities provided to these students.

The ROW is exploring the feasibility of a restoration project to maintain the City's historic records, which have been archived since the late 1600s and have the potential to serve as valuable educational resources. The office continues to work with the Office of the Chief Administrative Officer and the City's Chief Grant Officer to identify funding to support preservation, storage, and improved access to the records. The first phase of this project is a reorganization and relocation of all archived records to a new facility to ensure optimal maintenance of records. This phase will be complete by the end of FY18.

## PLANS FOR FISCAL YEARS 2019-2023

The ROW will continue to operate in its current capacity, serving the City of Philadelphia through a diverse staff providing exemplary customer service and an efficient work flow. With a continued outstanding service environment, the office can begin its second phase in its restoration project, which can be understood in two subsequent phases. In the first part of phase two, records will be assessed for restoration. This is a very costly process and will have limited achievement. Therefore, the Register of Wills will initiate a second part in phase two, which will place emphasis on digitization of old records that will not meet the requirements necessary for physical restoration of historic records.

<b>FY19 Performance Measures</b>				
Measure	FY17 Actual	FY18 YTD (Q1 + Q2)	FY18 Target	FY19 Target
Probateable Estates	5,304	2,814	5,394	5,400
Mail-in Research	3,195	1,114	2,200	2,200
Walk-in Research	1,907	2,431	4,000	4,000
Title Company Research	19,787	14,354	28,000	26,000
Inheritance Tax Receipts	10,367	5,167	9,656	9,850
Short Certificates - Probate	15,483	7,550	15,500	15,500
Issuance of Marriage Licenses	10,149	5,426	10,087	10,000
Orphan's Court Accounts Filed (Decedent, Trust, Guardian)	99	49	123	100

# SHERIFF

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## MISSION

The Office of the Sheriff of the City and County of Philadelphia is responsible for providing safety to all who enter Philadelphia's eight court facilities, including judges, juries, defendants, witnesses, courtroom personnel, and the public. Courts are secured by uniformed personnel, including bicycle and K9 units. The Warrant Unit finds and arrests felons and individuals with outstanding warrants. The Sheriff's Office is also responsible for managing all First Judicial Court-ordered property foreclosures, including mortgage and tax sales. The Sheriff's Office carries out Court orders, including protection from abuse, confiscation of property, and evictions.

## ACCOMPLISHMENTS

Court System Protection: The Sheriff is the primary enforcement arm of the County's court system. On behalf of the First Judicial District, the Sheriff's Office provides protection for the judges, juries, and other participants in Philadelphia's court system. Deputies are assigned to at least 80 courtrooms and security posts in the criminal, civil, municipal, and family courts. The bicycle unit, which began with three bicycles, has expanded to 15 bikes. The K9 unit, featuring explosive- and drug-sniffing dogs, continues to protect court facilities and perimeters.

Prisoner Transport: The Sheriff's Office is responsible for the annual transport and protection of prisoners from County jails to the courts. In 2017, over 81,000 prisoners were transported.

Writs and Warrants: The Sheriff serves writs, including writs for confiscation of property, and evictions and warrants at the direction of the Courts. At the request of the City and the First Judicial System, the Sheriff assumed control of the 40-member Warrant Unit. In FY17, the Warrant Unit made over 4,000 arrests executing 6,000 warrants.

Sheriff's Sales: The Office conducts five Sheriff's Sales of tax- or mortgage-delinquent properties each month. Each month, over 2,000 properties are put up for sale in Mortgage Foreclosure, Tax Delinquent, and Tax Lien Sales. In 2017, 6,000 properties were sold at auction.

Asset Recovery: After a property is sold and settled, and liabilities have been paid, a defendant (the owner who lost the property through the court-ordered sale) may recover any excess balance remaining on the account through the Sheriff's Defendant Asset Recovery Team (DART).

Community Assistance: To help citizens avoid having their property put into a Sheriff Sale, the Sheriff has held nearly 40 English and Spanish seminars for homeowners. In addition, to protect children, the Sheriff has distributed 5,200 free gun locks since August 2016.

# HOW PHILADELPHIA BUDGETS

# BUDGET OVERVIEW AND PROCESS

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## THE OFFICE OF THE DIRECTOR OF FINANCE

The Director of Finance is the chief financial and budget officer of the City and is responsible for the financial functions of the City, including the development of the annual operating budget, the capital budget, and capital program; the City's program for temporary and long-term borrowing; supervision of the operating budget's execution; the collection of revenues through the Department of Revenue; the development of accurate and fair property tax assessments through the Office of Property Assessment; and the oversight of pension administration as Chairperson of the Board of Pensions and Retirement. The Office of Budget and Program Evaluation (OBPE) within the Office of the Director of Finance oversees the preparation of the operating and capital budgets. Once the operating and capital budgets are adopted, OBPE is responsible for monitoring operating spend by expenditure class code and department and capital budgets, including projects, budget lines, funding, historical records of bid awards, cost overruns, as well as other fiscal and project information.

## OPERATING BUDGET

Submitted on an annual basis, the Operating Budget is comprised of a consolidated budget of all the operating obligations and expected revenues of the City. The Home Rule Charter requires the Operating Budget to be adopted by City Council at least thirty days before the end of the fiscal year. The City's fiscal year begins July 1<sup>st</sup> and ends on June 30<sup>th</sup> of the following calendar year.

The operating funds of the City, consisting of the General Fund, nine Special Revenue Funds (County Liquid Fuels Tax, Special Gasoline Tax, Health Choices Behavioral Health, Hotel Room Rental Tax, Grants Revenue, Community Development, Car Rental Tax, Acute Care Hospital Assessment and Housing Trust Funds) and two Enterprise Funds (Water and Aviation) which make payments into and receive payments from the General Fund, are subject to annual operating budgets adopted by City Council. Included with the Water Fund is the Water Residual Fund. These budgets appropriate funds for all City departments, boards, and commissions by major class of expenditure within each department. Major classes are defined as: personal services (Class 100); purchase of services (Class 200); materials, supplies, and equipment (Classes 300 and 400); contributions, indemnities, and taxes (Class 500); debt service (Class 700); payments to other funds (Class 800); and advances and other miscellaneous payments (Class 900). Expenditures for the repair of any property, the repaving, resurfacing, or repairing of streets, and the acquisition of any property, or for any work or project that does not have a probable useful life to the City of at least five years are deemed to be ordinary expenses provided for in the annual operating budget ordinance. Appropriations for the use of any departmental board or commission are made to the department with which it is connected.

The appropriation amounts for each fund are supported by revenue estimates and take into account the elimination of accumulated deficits and the re-appropriation of accumulated surpluses to the extent necessary. All transfers between major classes (except for materials and supplies and equipment, which are appropriated together) must have City Council approval. Appropriations that are not expended or encumbered at year-end are lapsed.

The annual review process for the operating budget has several stages. The process begins with the gathering of information on exogenous variables. This is followed by the Budget Call, where departments are required to submit their budget requests, including the following information: previous fiscal year actual expenditures, current estimates, the proposed current budget, the Five Year Plan estimates, and information on personnel projections. The information is also sorted by major class and fund as legally required.

Expenditure Classes	
Class 100	Personal Services
Class 200	Purchase of Services
Class 300	Materials & Supplies
Class 400	Equipment
Class 500	Contributions, Indemnities, Taxes
Class 700	Debt Service
Class 800	Payments to Other Funds
Class 900	Advances; Other Miscellaneous Payments

Departments submit their budget requests, which are compiled and used by OBPE to discuss departmental requests with the departments (including potential areas of expenditure reductions or revenue measures) and make budgetary recommendations to the Mayor.

At least 90 days before the end of the fiscal year, the operating budget for the next fiscal year is prepared by the Mayor and must be submitted to City Council for adoption. Once the budget review process is over, OBPE assembles the proposed budget which is submitted to Council in the form of a budget ordinance. Once the budget ordinance is introduced in City Council, the Operating Budget Detail is prepared and distributed in time for the annual City Council budget hearing process.

## CAPITAL BUDGET AND CAPITAL PROGRAM

The capital program serves as a blueprint for capital expenditures and facilitates long-range planning for capital improvements in the City's physical and technology infrastructure, community facilities, and public buildings. The capital program is prepared annually by the City Planning Commission and OBPE to present the capital expenditures planned for each of the six ensuing fiscal years, including the estimated total cost of each project and the sources of funding (local, State, Federal, and private) estimated to be required to finance each project. The capital budget ordinance, authorizing in detail the capital expenditures to be made or incurred in the ensuing fiscal year, is adopted by City Council concurrently with the capital program. The capital budget must be in full conformity with that part of the capital program applicable to the fiscal year that it covers.

The capital funds of the City consist of General Obligations bonds and self-sustaining revenue bonds, funding from other sources, including Federal and State government, and private sources. These funds are appropriated by department and project through the major class real property (Class 600).

The first year of the Capital Program, the Budget year, reflects funds to be appropriated by City Council. Years two through six of the Capital Program represent the plans of the City and its partners to continue necessary capital investment activities and, in significant instances, to begin to prepare for investment in new facilities and major rehabilitations.

The annual review process for capital spending requests and recommendations has several stages. All departments requesting capital funding must submit a formal annual request to the City Planning Commission. In addition to their annual capital requests, the agencies are required to present their capital needs over a six-year period. After the submission period is over, the City Planning Commission and OBPE meet with each agency, analyze the capital requests, and recommend projects for the Six Year Capital Program. According to the City Charter, at least 120 days before the end of the fiscal year, the City Planning Commission shall prepare and submit to the Mayor a recommended capital program for the ensuing six years and a recommended capital budget for the ensuing fiscal year. The capital program is reviewed by the Mayor and transmitted to City Council for deliberation and adoption. The Home Rule Charter requires the Capital Budget and Program to be adopted by City Council at least thirty days before the end of the fiscal year.

Expenditure Class
Class 600

The chart below notes the differences between the operating budget versus the capital budget:

Operating Budget and Five Year Plan	Capital Program and Budget
Annual Budget, which is included in five year Plan for longer-term fiscal stability	Annual Budget, which is included in six-year Program for future planning purposes
Funding does not carry forward from prior years	Carryforward funding from year to year
Includes all City departments	Only includes City departments with capital projects
Funding by expenditure classes as well as fund types (for example, General Fund and Grants Revenue Fund)	One class with different funding sources (for example, GO funds and private funds)

With the introduction of Program-Based Budgeting, the ability to coordinate operating-related costs with capital investments has been made stronger. For example, staffing increases in class 100 have a direct impact on capital investments. If the City is increasing the number of firefighters or paramedics, then this should be timed with any future engine or medic unit purchases. Similarly, when assets are being decommissioned or acquired, utility costs should be factored in the operating budget during the transition period.

Transfers of appropriations between budget lines must be approved by City Council, and the overall amount appropriated by the budget in any fiscal year cannot be increased absent special circumstances. Any appropriations that are not spent or encumbered at year-end are either carried forward to the next fiscal year (for upcoming use) or canceled.

## COUNCIL APPROVAL AND ADOPTION

The Charter requires that, at least 30 days before the end of each fiscal year, City Council must adopt by ordinance an operating budget and capital budget for the ensuing fiscal year and a capital program for the next six years. The operating budget and capital budget bills must be signed into law by the Mayor like any other ordinance, although the Charter does authorize a line item veto for budget bills.

A sample timeline is shown below:

Month	Stage	Description of Tasks	Parties Involved
<b>November 15</b>	Normal Operations	First Quarterly Budget Report due to PICA.	OBPE, PICA
<b>Mid-November</b>	Budget Call	Send out exogenous memos requesting five year projections for fixed costs (SEPTA, Utilities, Disposal, Space Rental, Debt Service, Pensions).	OBPE, City Departments
<b>November – December</b>	Budget Call	Internal deliberations on revenue options and budget levels for departments to establish preliminary levels for FY18-22 budget call.	OBPE
<b>Mid-December</b>	Budget Call	Fixed cost estimates due.	OBPE, City Departments
<b>Late December</b>	Budget Call	Initial proposed budget levels sent out to departments as well as excel forms for departments to request additional funding.	OBPE, City Departments
<b>January 12</b>	Normal Operations	Second Quarterly Budget Update due.	OBPE, Departments
<b>Mid-January</b>	Budget Call	Preliminary Budgets due.	City Departments
<b>Late January</b>	Budget Meetings	Preliminary budgets reviewed.	OBPE
<b>January 15 – February 15</b>	Budget Meetings	Meetings with departments on preliminary budgets and second Quarterly Budget updates.	OBPE, City Departments
<b>Early February</b>	Budget Discussions	Internal deliberations on results from departmental meetings. Recommendations for Mayor prepared.	OBPE
<b>February 15</b>	Normal Operations	Second Quarterly City Manager's Report due to PICA.	OBPE, PICA
<b>Late February</b>	Budget Discussions	Meetings with Mayor/Chief of Staff to review recommendations and make final decisions on the Mayor's proposed operation budget.	OBPE
<b>Early March</b>	Budget Address and Delivery	Mayor delivers Proposed Operating Budget, Five Year Plan and Capital Budget and Program and provides budget address and state of the city to City Council Departments given final budget levels and prepare budget detail for submission to OBPE.	All City Departments

Month	Stage	Description of Tasks	Parties involved
<b>Late March – May</b>	Council Hearings	City Council Hearings on the Five Year Plan and Operating Budget.	OBPE, City Departments
<b>April 11</b>	Normal Operations	Third Quarterly Budget Update due.	OBPE, Departments
<b>May 15</b>	Normal Operations	Third Quarterly Report due to PICA.	OBPE, PICA
<b>May – June</b>	Council Hearings	City Council holds two readings, and passes the budget.	OBPE, City Council
<b>June</b>	Budget Signed into Law	Mayor reviews and acts on bills.	Mayor

A sample timeline for the capital budget is shown in the following chart:

Month	Stage	Description of Tasks	Parties involved
<b>October – November</b>	Budget Call	OPBE and City Planning Commission (CPC) send Budget Call Memo to all Departments for new FY Budget. Memo includes guidelines and instructions on how to submit Department budget requests. Departments submit request information. OBPE meets internally to discuss Department requests relative to carry-forward amounts.	OBPE, CPC, City Departments
<b>Mid-November – Mid-December</b>	Budget Meetings	Capital budget meetings with departments. Departments present project requests for a six-year program to the OBPE, CPC, and other interested stakeholders.	OBPE, CPC, City Departments
<b>December 15-26</b>	Budget Formulation	OBPE compiles information into a consolidated budget.	OBPE
<b>January</b>	Budget Discussions	OBPE, CPC, and the Department of Public Property meet to discuss requests. OBPE compiles the carry-forward Budget Requests to be included in the new Budget.	OBPE, CPC, City Departments
<b>January – February</b>	Budget Formulation	Revisions to the budget are made to balance the budget and program.	OBPE
<b>Mid-February</b>	Budget Formulation	Recommendations for the Mayor are prepared.	OBPE, CPC
<b>February 16-23</b>	Budget Formulation	Meetings with Mayor/Chief of Staff to review draft recommended capital program and budget.	OBPE, Mayor's Office, CPC
<b>Late February</b>	Budget Formulation	Prepare recommended capital program and budget.	OBPE, CPC
<b>Early March</b>	Budget Address and Delivery	Prepare Recommended Capital Program and Budget ordinances. Transmit Ordinances to Mayor and City Council.	Mayor's Office, City Council, OBPE, CPC
<b>March</b>	Council Hearings	City Council holds hearings in regard to the budget. Budget Office, City Planning and Departments respond to City Council's inquiries.	City Council, OBPE, CPC
<b>April – June</b>	Budget adjustments (if necessary)	Make changes to recommended Capital Budget and Program. Prepare and transmit final ordinance amendments to Mayor and City Council.	City Council, OBPE, CPC
<b>May – June</b>	Normal Capital Operations	City Council holds two readings and passes the budget.	City Council, OBPE, CPC
<b>July</b>	Normal Capital Operations	Prepare, produce, and distribute Final Capital Program document.	OBPE, City Departments

# BASIS OF BUDGETING AND FINANCIAL POLICIES

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## BASIS OF BUDGETING

Each Financial Plan reflects balanced budgets for each fiscal year of the City. All revenue and appropriation estimates are on a modified accrual basis in accordance with generally accepted standards.

Revenues are recognized as soon as they are both measurable and available. The City considers tax revenues to be available if they are collected within 60 days of the end of the current fiscal year. Expenditures are generally recorded when a liability is incurred, as in the case of full accrual accounting. Debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due; however, those expenditures may be accrued if they are to be liquidated with available resources.

The City, through the Office of Budget and Program Evaluation (OBPE) estimates General Fund revenues. OBPE provides forecasts of the six major taxes, as well as the estimates for the other categories. OBPE employs a number of approaches to developing its forecasts of local revenues:

- Forecasts of economic activity provided by several sources including the Congressional Budget Office and the Blue Chip Economic Indicators;
- Continuous evaluation of national and local economic data on employment, inflation, interest rates, and economic growth;
- Continuous monitoring of the City's current tax receipts;
- Tax revenue forecasts provided by a revenue forecasting consultant;
- Discussions with economists at the Federal Reserve Bank of Philadelphia; and
- The extensive experience of its staff within the Office of the Director of Finance and OBPE.

OBPE's tax projections for the Five Year Plan are developed in conjunction with a revenue forecasting consultant, which created econometric models that include variables such as wage and salary disbursements in the metropolitan statistical area (MSA) and the city, personal income in the city, the unemployment rate, house prices in the city, real estate transaction growth, and national corporate profits. These models, together with their forecasts, are used by the consultant to project tax revenues for the City with a focus on six taxes – Wage and Earnings Tax, Parking Tax, Business Income and Receipts Tax, Real Estate Transfer Tax, Sales Tax, and Net Profits Tax. These projections are refined by OBPE after discussions with the Revenue Commissioner, Chief Assessor, and Finance Director, and with economists at a meeting hosted by the Federal Reserve Bank of Philadelphia.

Estimates of revenues to be received from the Commonwealth are based on historical patterns, currently available levels, and on levels proposed in a budget by the Governor. Likewise, estimates of revenues to be received from the Federal Government are based on historical patterns, currently available levels, and on levels proposed in a budget by the President of the United States or in a Congressional budget resolution. Non-tax revenues are based on current or proposed rates, charges or fees, historical patterns, and generally recognized econometric models. Expense estimates include, at a minimum, all obligations incurred during the fiscal year and estimated to be payable during the fiscal year or in the 24-month period following the close of the current fiscal year, and all obligations of prior fiscal years not covered by encumbered funds from prior fiscal years.

All cash flow projections provide for operations of the City to be conducted within the resources projected and are based upon assumptions as to sources and uses of cash. These assumptions include, but are not limited to, assumptions as to the timing of receipt and expenditure of cash and the issuance of tax or revenue

anticipation notes of the City. All estimates take into account past and anticipated collections, expenditure and service demand experience of the City, and current and projected economic conditions.

Budget schedules prepared on the legally enacted basis differ from the General Accepted Accounting Principles (GAAP) basis in that both expenditures and encumbrances are applied against the current budget, adjustments affecting activity budgeted in prior years are accounted for through fund balance or as reduction of expenditures, and certain inter-fund transfers and reimbursements are budgeted as revenues and expenditures. A difference between the City's fund balance on a GAAP and budgetary, or legally enacted, basis can arise when, for example, taxes are collected mid-year (e.g., April 2018) for the current calendar year such as with the Business Income and Receipts Tax. While legally these revenues are collected and accounted for during that fiscal year (FY18), on a GAAP basis only half of the revenue can be accounted for in that fiscal year (FY18). The other half of the tax revenue would need to be accounted for in the next fiscal year (FY19). As a result, differences can arise between fund balance estimates on a GAAP basis versus a budgetary basis as a result of the timing of receipts.

## **RELATIONSHIP AND REPORTING TO PICA**

The Pennsylvania Intergovernmental Cooperation Authority was created on June 5, 1991, by the PICA Act for Cities of the First Class (the "PICA Act").<sup>44</sup> The Governor of Pennsylvania, the President pro tempore of the Pennsylvania Senate, the Minority Leader of the Pennsylvania Senate, the Speaker of the Pennsylvania House of Representatives, and the Minority Leader of the Pennsylvania House of Representatives each appoints one voting member of PICA's board. The Secretary of the Budget of the Commonwealth and the Director of Finance of the City serve as ex officio members of PICA's board with no voting rights.

The PICA Act provides that, upon request by the City to PICA for financial assistance and for so long as any bonds issued by PICA remain outstanding, PICA shall have certain financial and oversight functions. The PICA Act requires the City to annually develop a five year financial plan and obtain PICA's approval of it. PICA has the power, in its oversight capacity, to exercise certain advisory and review procedures with respect to the City's financial affairs, including the power to review and approve five year financial plans prepared at least annually by the City, and to certify non-compliance by the City with the then-existing five year plan adopted by the City pursuant to the PICA Act.

PICA is also required to certify non-compliance if, among other things, no approved five year plan is in place or the City has failed to file mandatory revisions to an approved five year plan. The PICA Act requires the City to prepare and submit quarterly reports to PICA so that PICA may determine whether the City is in compliance with the then-current five year plan. Under the PICA Act, a "variance" is deemed to have occurred as of the end of a reporting period if (i) a net adverse change in the fund balance of a covered fund of more than 1% of the revenues budgeted for such fund for that fiscal year is reasonably projected to occur, or (ii) the actual net cash flows of the City for a covered fund are reasonably projected to be less than 95% of the net cash flows of the City for such covered fund for that fiscal year originally forecasted at the time of adoption of the budget. The Mayor is required to provide a report to PICA that describes actual or current estimates of revenues, expenditures, and cash flows by covered funds compared to budgeted revenues, expenditures, and cash flows by covered funds for each month in the previous quarter and for the year-to-date period from the beginning of the then-current fiscal year of the City to the last day of the fiscal quarter or month, as the case may be, just ended. Each such report is required to explain any variance existing as of such last day.

PICA may not take any action with respect to the City for variances if the City (i) provides a written explanation of the variance that PICA deems reasonable; (ii) proposes remedial action that PICA believes will restore overall compliance with the then-current Five Year Plan; (iii) provides information in the immediately succeeding quarterly financial report demonstrating to the reasonable satisfaction of PICA that

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<sup>44</sup> Philadelphia is the only city of the first class in the Commonwealth.

the City is taking remedial action and otherwise complying with the then-current Five Year Plan; and (iv) submits monthly supplemental reports as required by the PICA Act.

Under the PICA Act, any such certification of non-compliance would require the Secretary of the Budget of the Commonwealth to withhold payments due to the City from the Commonwealth or any of its agencies (including, with certain exceptions, all grants, loans, entitlements and payment of the portion of the PICA Tax, hereinafter described, otherwise payable to the City).

## EXPENDITURE POLICIES

**Balanced Budget:** Under the Charter, the budget must be balanced. This means that the total amount appropriated in the budget must not exceed the projected revenues to be raised by taxes and other measures. While Council is free to amend the budget, the Mayor's estimate of the value of anticipated revenues is binding, and the budget cannot exceed it. If actual revenues fall short and a deficit occurs, the shortfall must be made up in the next fiscal year. The budget is not effective, and no funds may be spent under it, until it is balanced (refers to budget, not to variances during the year).

**Debt Issuance:** The City can issue general obligation debt, backed by the full faith, credit, and taxing power of the City, subject to voter approval and subject to adherence to the Commonwealth Constitution. The Constitution limits the amount of the City's outstanding general obligation debt (not including self-supporting general obligation bonds for revenue producing facilities) to 13.5% of the immediately preceding 10-year average of assessed value of taxable real property, with debt greater than 3% of the immediately preceding 10-year average of assessed value of taxable real property having to get voter approval. The City also issues tax-supported obligations through its related authorities (Philadelphia Authority for Industrial Development, The Philadelphia Municipal Authority, and the Redevelopment Authority of the City of Philadelphia), which is repaid through annual rental payments (appropriated each fiscal year) from the City's General Fund to the related authorities to cover debt service. The City Treasurer also oversees the issuance of revenue bonds for the Water and Sewer Department, the Aviation Department, and Philadelphia Gas Works (PGW), which are not included in the City's calculations of General Fund fixed costs. The Office of the City Treasurer and the City Solicitor's Office coordinate their activities to ensure that all debt is issued in compliance with federal, state, and local laws. The City intends to follow general principles for debt issuance, including the following:

- Other than for refunding, general obligation debt should only be issued for capital projects that are authorized in the Capital Program.
- The life of debt should not exceed the projected average life of the asset with a maximum of 30 years.
- Principal should generally be amortized to achieve approximately level debt service; however, principal repayment can be structured to result in more rapid amortization (front-loaded debt service).
- For tax-supported debt, principal amortization should generally be structured to reach a target of 50% of all outstanding principal scheduled to be repaid within 10 years. Consideration for a longer scheduled principal repayment percentage should be given if asset life is significantly longer than 30 years.
- Long-term debt obligations should generally be callable in no later than 10 years to allow flexibility to refund bonds if interest rates decline.
- Debt should generally be limited to serial and term maturities but can be sold in the form of capital appreciation bonds (CABs) or other forms if market conditions warrant.
- Any premium above par received from the sale of bonds should be used to pay the costs of issuance or be deposited into the Sinking Fund Account for payment of debt service.
- The City will aim to fund a portion of routine capital projects in each year's capital program with pay-as-you-go financing.

**Debt Management:** In order for the City to monitor the City's debt levels and overall financial flexibility (balance between fixed costs and available resources), the Office of the City Treasurer monitors and manages to certain self-imposed ratios related to debt service and other fixed costs as a percentage of

budget. The largest fixed cost in the City's General Fund budget is the payment to amortize the City's unfunded pension liability. The Executive Director of the Sinking Fund Commission is responsible for making debt service payments.

- Tax Supported Debt Service plus Long Term Obligations as a percentage of General Fund and Debt Service Fund Expenditures should not exceed 15%.<sup>45</sup>
- Tax Supported Debt Service as a percentage of General Fund and Debt Service Fund Expenditures should not exceed 12%.<sup>46</sup>
- Tax Supported Debt Service excluding Pension Obligation Bond Debt Service as a percentage of General Fund and Debt Service Fund Expenditures should not exceed 10%.<sup>47</sup>
- Amount of Total Variable Rate Debt as a percentage of Debt should not exceed 35%.
- Amount of Un-hedged Variable Rate Debt as a percentage of Debt should not exceed 15%.<sup>48</sup>

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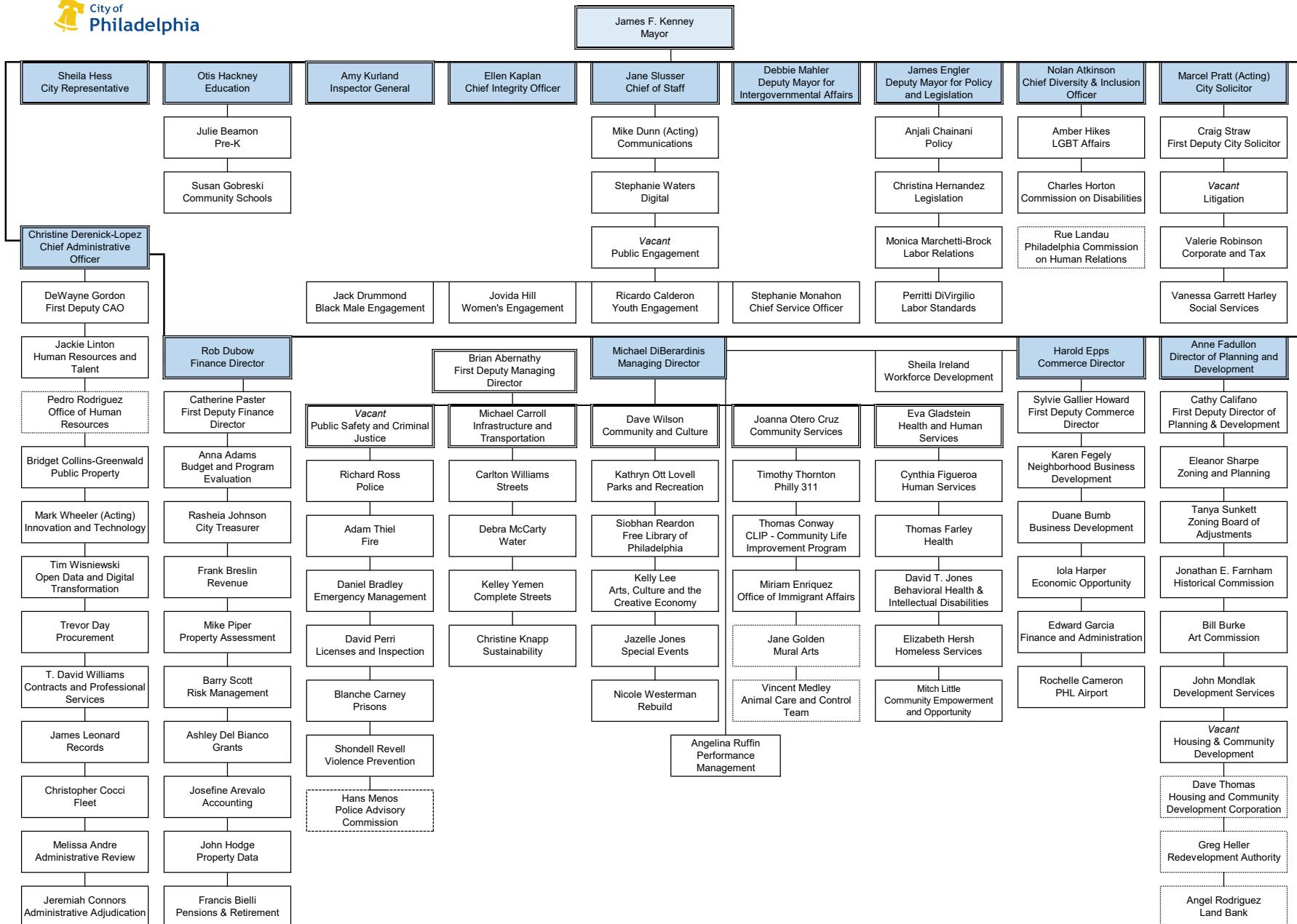
<sup>45</sup> Tax-Supported Debt Service is defined as debt service on general obligation bonds and other tax-supported debt (including PICA debt service) less any self-supporting general obligation debt. Long-Term Obligations include the MMO (excluding Normal Costs), amounts payable by the City under the Convention Center Operating Agreement among the City, the State, and the Pennsylvania Convention Center Authority (\$15 million annually), and other fixed costs such as the Eagles Stadium Operating and Expense Reimbursement (\$7 million to \$12 million annually).

<sup>46</sup> This ratio is looked at without pension obligation debt service because by issuing pension obligation bonds, the City substitutes one fixed liability (pension costs) for another (debt service).

<sup>47</sup> According to Moody's, debt service as a percentage of expenditures frequently ranges from 5% to 15%; S&P states that 8% to 15% represents a moderate debt burden, and Fitch Ratings states that debt service above 10% of budget for cities and counties can create budgetary competition.

<sup>48</sup> This limitation should be calculated separately for General Fund-supported debt, Airport Revenue Bonds, Water and Wastewater Revenue Bonds, and Gas Works Revenue Bonds. When deciding whether to issue any variable rate debt, historic averages of cash balances should be evaluated to confirm that the financial flexibility is available if interest rates rise or in the case of hedged variable rate debt, if there is a dislocation between the swap rate and the bond rate.

# **CITY OF PHILADELPHIA ORGANIZATIONAL CHART**



# **GLOSSARY**

# GLOSSARY

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**Actual(s)** – How much revenue has actually been generated or how much money an account has actually been paid out in expenditures at a given point in time during or a fiscal year.

**Adopted Budget** – A plan of financial operation legally adopted by Philadelphia City Council on an annual basis. The plan provides authority to City agencies to expend funds for the purposes, and at the levels, set forth in the budget. The legal requirements for adopting a budget are set forth in the Philadelphia Home Rule Charter.

**AFSCME** – American Federation of State, County, and Municipal Employees. Many of the bargaining units for City employees are part of AFSCME.

**Allocation** – A part of a lump-sum appropriation which is designated for expenditure by specific organizational units.

**Annual Operating Budget** – The document prepared by the Office of Budget and Program Evaluation and supporting staff representing the adopted budget and supporting information.

**Appropriation** – The total funds allocated to a department, as approved by City Council, to make expenditures and incur obligations for specific purposes. An appropriation is usually limited in amount and duration (usually one fiscal year for the operating budget and six fiscal years for the capital budget).

**Arbitration** – Uniformed employees bargain under Pennsylvania Act 111 of 1968, which provides for final and binding interest arbitration to resolve collective bargaining impasses. Uniformed employees are not permitted to strike under state law. Non-uniformed employees bargain under Act 195 of 1970, which allows for the right to strike over collective bargaining impasses. Certain employees, including employees of the Sheriff's Office and the Register of Wills, corrections officers (represented by DC33), and employees of the First Judicial District (represented by DC47), are not permitted to strike but may proceed to interest arbitration under Act 195.

**Bill** – Proposed law under consideration by City Council.

**Budget** – An estimate of revenues and expenses for a fiscal year.

**CAFR** – The Comprehensive Annual Financial Report (CAFR) is a set of financial statements comprising the financial report of a municipal government entity in compliance with Governmental Accounting Standards Board (GASB) accounting requirements.

**Capital Budget** – A one-year plan for financing long-term capital projects that lead to the physical development for the City. The capital budget is enacted as part of the complete annual budget which includes the operating budget.

**Capital Program** – The City's six-year plan for long-term capital projects. The Capital Budget is the first year of the Capital Program.

**Carryforward** – Unspent prior year capital funds that are re-appropriated into the next fiscal year.

**Collective Bargaining Agreement** – Written, legally enforceable contract for a specified period, between the City of Philadelphia and its employees represented by an independent trade union. The contract sets down and defines employment conditions, including wages and benefits.

**Current Estimate/Projection** – Current projection of revenues, expenditures, and cash flows by covered funds compared to budgeted revenues, expenditures, and cash flows by covered funds.

**Debt Service** – Interest and principal payments on City bonds and payments to other government entities that issue bonds on behalf of the City, including the Philadelphia Municipal Authority, Philadelphia Authority for Industrial Development, and the Redevelopment Authority, as well as the Water Department,

Division of Aviation, and Philadelphia Gas Works. The repayment of bonds issued by these organizations is secured by a lease or contract requiring the City to make payments sufficient to finance interest and principal payments on the debt.

**Deferred Retirement Option Program (DROP)** – The City’s retirement benefit that allows City employees to accumulate their monthly service retirement benefit in an interest-bearing account at the Board of Pensions for up to four years and continue to be employed by the City of Philadelphia. The deferred retirement benefit accrues on a monthly basis until the employee formally retires from the City of Philadelphia. Upon formal retirement, the employee receives the accumulated retirement benefit in a lump sum. Any City employee who has attained the normal retirement age of his/her Pension Plan (or second anniversary of minimum retirement age for exempt and non-represented employees) and has ten years of credited pension service is eligible for the program. The service pension is calculated based on an employee’s average final compensation and credited pension service at the date he/she elects to participate in DROP.

**District Council 33 (DC33)** – The City’s largest union, which represents over 7,000 members.

**District Council 47 (DC47)** – The City’s union that represents administrative, professional, and technical employees and first level supervisors.

**Encumbrance** – A commitment of funds to be expended and recorded in the City’s accounting system.

**Exogenous Variables** – Expenditure variables that are independent from other variables in the budget. The Office of Budget and Program Evaluation issues an annual call for exogenous variable estimates for projected City expenditures on items such as utilities, fuel, and energy costs in late November.

**Expenditures** – Monies spent by the City in the course of operations during a fiscal year. Synonym for Obligations.

**Fiscal Year (FY)** – A twelve-month period to which the annual budget applies and at the end of which the City determines its financial position and the results of its operations. The City’s fiscal year begins July 1 and ends June 30. For instance, Fiscal Year 2019 (FY19) will begin July 1, 2018 and will end June 30, 2019.

**Five Year Plan** – The City’s five year spending and revenue projections, broken out by fiscal year. The City issues a new Plan each fiscal year and may issue an amended Plan following financially impactful events, such as new labor contracts.

**FOP** – Fraternal Order of Police, Lodge 5. Several of the bargaining units for unionized City employees are in the FOP.

**Fund Balance** – The amount of money remaining in the General Fund at the end of the fiscal year after accounting for all of the revenues and expenditures of the completed fiscal year.

**General Fund** – The primary fund supporting the operations of City government. This fund is primarily financed through tax revenue. It accounts for all revenues and expenditures of the City government except those for which a dedicated fund has been created.

**General Obligation Debt** – A general obligation (GO) bond is a municipal bond backed by the credit and taxing power of the issuing jurisdiction rather than the revenue from a given project. General obligation bonds are issued with the belief that a municipality will be able to repay its debt obligation through taxation or other revenues. No assets are used as collateral.

**Government Finance Officers Association (GFOA)** – Professional association of state, provincial and local finance officers in the United States and Canada.

**Heart and Lung Act** – Also known as the Enforcement Officers Disability Benefit Act, this Act requires that public safety personnel who are temporarily disabled from an injury that occurs during the performance

of duty be fully compensated and continue to receive their employee salary and benefits without paying taxes.

**Home Rule Charter** – A home rule municipality in Pennsylvania is incorporated under its own unique charter, which is created pursuant to the state's Home Rule and Optional Plans Law and approved by referendum. Philadelphia became the first home rule city in Pennsylvania in 1951.

**IAFF** – International Association of Fire Fighters, Local 22. One of the bargaining units for unionized City employees.

**Indemnity** – A sum of money paid as compensation against damage, loss, or injury.

**Internal Services** – Services provided by administrative agencies to other City agencies. These administrative agencies include the Office of Fleet Management, Department of Public Property, Office of Innovation and Technology, Office of the Director of Finance, Law Department, Procurement Department, Office of the Chief Administrative Officer, , and the Office of Human Resources.

**LGBTQ** – Lesbian, Gay, Bisexual, Transgender, and Queer.

**Locally-Generated Non-Tax Revenue** – Revenue received from sources other than taxes, grants from federal and state government, and inter-fund transfer payments. Includes user fees, fines, rents, proceeds of asset sales, interest earnings, and payments in lieu of taxes from nonprofit organizations.

**Long-term Obligations** – Commitments the City has made that require the expenditure of funds after the current fiscal year. These commitments include outstanding debt, long-term leases, and pension payments to retirees.

**Minority-, Women-, and Disabled-Owned Business Enterprises (M/W/DSBEs)** – The Office of Economic Opportunity ensures that M/W/DSBE firms receive an equitable share of contracting opportunities with the City of Philadelphia.

**Municipal Bond** – A bond issued by a local government and that is generally used to finance public projects such as roads, schools, airports, and infrastructure-related capital expenses and repairs.

**Obligations** – Monies spent by the City in the course of operations during a fiscal year. Synonym for expenditures.

**Ordinance** – An ordinance is a law enacted by a municipal body, such as City Council.

**Overtime** – The amount of time individuals work beyond their normal working hours.

**PICA** – The Pennsylvania Intergovernmental Cooperation Authority (PICA) was created in 1991 to provide financial assistance to the City of Philadelphia in overcoming a severe financial crisis. PICA has certain financial and oversight functions, including issuing refunding bonds and granting or lending the proceeds to the City, exercising financial review and advisory powers, and approving the City's annual and amended five-year financial plans.

**Quarter (Q)** – The three-month period on a financial calendar that acts as a basis for reporting. The four-quarter breakdown for the City of Philadelphia is July 1 through September 30 (Q1), October 1 through December 31 (Q2), January 1 through March 31 (Q3), and April 1 through June 30 (Q4).

**Quarterly City Manager's Report (QCMR)** – A summary report on the finances and management of the City. The purpose of the report is to provide senior management of the City, external stakeholders and the general public with a clear and timely summary of the City's progress in implementing the financial and management goals of the current fiscal year of the City's Five Year Financial Plan, both on a "To Date Actual" basis and on a "Forecast for Full Year" basis. Sections of the QCMR include General Fund revenues and obligations; departmental full-time positions, leave-usage, and service delivery reports; Water, Aviation, and Grants Fund reports; and a cash flow forecast.

**Rating Agency** – These are private companies, such as Moody’s, Standard & Poor’s, and Fitch Ratings, that assign credit ratings to government entities. These ratings assess the debtor’s ability to pay back debt and the debtor’s likelihood of default.

**Recession** – A business cycle contraction resulting in slowdown in economic activity.

**Request for Proposal (RFP)** – A solicitation often made through a bidding process by the City for the procurement of a commodity or service. Potential suppliers submit business proposals that are evaluated on pre-determined requirements.

**Revenue** – Funds collected by the City to finance operations during a fiscal year. All types of General Fund revenue are classified into one of four categories: Taxes, Locally-Generated Non-Tax Revenue, Revenue from Other Governments, and Revenue from Other Funds.

**Revenue from Other Funds** – Payments to the General Fund from the Water Fund, Aviation Fund, Grants Revenue Fund, and other City funds. These payments are reimbursements for costs incurred by the General Fund to support operations primarily financed through other funds, such as operations of the Philadelphia Water Department, the city’s two airports, and activities financed by grants from the federal or state government.

**Revenue from Other Governments** – Financial assistance received from the federal government, the Commonwealth of Pennsylvania, or other governmental units, such as the Philadelphia Parking Authority. This assistance is used to finance specific programs or reimburse specific costs that are paid by the General Fund.

**School Reform Commission** – The School District of Philadelphia is currently governed by a five-member School Reform Commission (SRC), which was established in 2001 when oversight of the district was taken over by the Commonwealth of Pennsylvania. The Governor appoints three members, and the Mayor of Philadelphia appoints two members of the commission. In July 2018, the SRC will be replaced by a nine-member, locally-appointed board.

**Six Year Capital Program** – A six year plan for financing long-term capital projects that lead to the physical development of the city and serves as the serves as the blueprint for capital improvements for the City. Included in the program is the name of each project and the amount forecasted to be expended in each year as well as the proposed method of financing the projects.

**Target Budget** – Current target of revenues, expenditures, and cash flows by covered funds compared to budgeted revenues, expenditures, and cash flows by covered funds. This is the budget amount departments anticipate spending, given their total appropriations. Targets are set by departments and the Office of Budget and Program Evaluation in partnership after the annual budget is adopted.

**Unfunded Pension Liability** – An actuarial calculation of the difference between accrued liabilities for pension benefits payable to past and current City employees and the value of Pension Fund assets.

# APPENDIX

# GENERAL FUND SUMMARY TABLES

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**City of Philadelphia  
General Fund  
FY 2019- 2023 Five Year Financial Plan  
Summary by Class**

<u>Expenditure Class</u>	<u>Actual FY 17</u>	<u>Budgeted FY 18</u>	<u>Projected FY 18</u>	<u>Projected FY 19</u>	<u>Projected FY 20</u>	<u>Projected FY 21</u>	<u>Projected FY 22</u>	<u>Projected FY 23</u>
<b>Class 100 - Wages</b>	1,589,003,244	1,628,902,681	1,676,797,034	1,717,739,973	1,748,318,866	1,749,630,528	1,750,164,310	1,750,821,559
<b>Class 100 - Benefits</b>	1,240,988,145	1,307,799,345	1,299,433,756	1,352,644,564	1,405,092,749	1,448,063,417	1,492,582,299	1,538,098,590
<b>Class 200 - Contracts / Leases</b>	851,446,444	935,078,065	921,177,650	949,016,746	978,231,695	995,002,500	1,022,397,395	1,037,564,046
<b>Class 300/400 - Supplies, Equipment</b>	94,407,804	105,677,764	107,708,376	115,608,730	118,431,666	116,031,334	113,288,896	112,701,647
<b>Class 500 - Indemnities / Contributions</b>	186,559,030	196,009,581	196,509,581	272,643,667	298,500,680	330,703,735	346,136,337	352,259,845
<b>Class 700 - Debt Service</b>	140,892,996	157,322,070	157,322,070	169,496,126	178,902,625	190,108,996	214,711,821	227,769,515
<b>Class 800 - Payments to Other Funds</b>	36,493,498	36,026,394	36,026,394	29,729,094	29,408,693	30,692,559	32,044,945	33,246,171
<b>Class 900 - Advances / Misc. Payments</b>	0	70,893,100	75,893,100	83,573,100	90,108,100	96,705,100	103,356,100	108,356,100
<b>Total</b>	<b>4,139,791,161</b>	<b>4,437,709,000</b>	<b>4,470,867,961</b>	<b>4,690,452,000</b>	<b>4,846,995,074</b>	<b>4,956,938,169</b>	<b>5,074,682,103</b>	<b>5,160,817,473</b>

**City of Philadelphia**  
**General Fund**  
**FY 2019- 2023 Five Year Financial Plan**  
**Summary by Department**

Department	Actual FY17	Budgeted FY18	Projected FY18	Projected FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23
Art Museum	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000
Atwater Kent Museum	298,440	301,897	297,148	298,163	299,412	299,412	299,412	299,412
Auditing	8,477,318	8,949,215	8,695,504	8,893,008	8,915,788	8,915,788	8,915,788	8,915,788
Board of Ethics	950,743	1,095,489	1,073,764	1,074,792	1,076,057	1,076,057	1,076,057	1,076,057
Board of Revision of Taxes	1,024,765	1,048,926	1,024,977	1,026,903	1,029,272	1,029,272	1,029,272	1,029,272
City Commissioners	10,983,892	9,911,167	9,877,982	9,965,170	10,253,411	9,732,411	9,551,411	9,551,411
City Council	15,604,515	17,707,946	17,325,693	17,325,693	17,325,693	17,325,693	17,325,693	17,325,693
City Planning Commission	2,514,423	0	0	0	0	0	0	0
City Representative	858,744	1,217,420	1,212,949	1,158,249	1,159,420	1,159,420	1,159,420	1,159,420
City Treasurer	1,092,563	1,203,537	1,161,245	1,692,315	1,194,774	1,194,774	1,194,774	1,194,774
Civil Service Commission	190,912	196,970	193,031	198,056	199,392	199,392	199,392	199,392
Civil Service Comm - Provision for Future Labor Obligations	0	20,000,000	25,000,000	30,000,000	35,000,000	40,000,000	45,000,000	50,000,000
Commerce	5,098,560	5,667,596	5,617,326	5,713,658	5,249,692	5,249,692	5,249,692	5,249,692
Commerce - Convention Center Subsidy	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Commerce - Economic Stimulus	3,354,448	2,794,448	2,854,448	2,397,004	5,597,004	2,597,004	2,597,004	2,597,004
District Attorney	36,257,653	37,810,487	37,324,364	38,192,293	37,745,965	37,745,965	37,745,965	37,745,965
Finance	12,482,995	14,861,198	14,557,786	14,438,556	14,747,359	14,747,359	13,797,359	14,747,359
Finance-Reg #32	1,987,825	0	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000
Finance - Provision for Federal Funding	0	50,893,000	50,893,000	53,573,000	55,108,000	56,705,000	58,356,000	58,356,000
Finance - Community College Subsidy	29,909,207	30,409,207	30,409,207	31,909,207	31,109,207	31,109,207	31,109,207	31,109,207
Finance - Employee Benefits	1,240,988,145	1,307,799,345	1,299,433,756	1,352,644,564	1,405,092,749	1,448,063,417	1,492,582,299	1,538,098,590
Finance - Hero Awards	15,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Finance - Indemnities	0	44,920,000	44,920,000	45,780,000	46,840,000	47,930,000	49,030,000	50,170,000
Finance - Refunds	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Finance - School District Contribution	104,263,617	104,348,281	104,348,281	176,164,367	205,594,380	236,692,435	251,955,037	255,973,545
Finance - Witness Fees	107,655	171,518	171,518	171,518	171,518	171,518	171,518	171,518
Fire	236,274,906	247,546,034	257,717,239	259,245,299	258,695,748	259,228,308	259,598,589	259,598,589
First Judicial District	109,120,853	111,442,508	109,498,628	109,556,573	109,627,845	109,627,845	109,627,845	109,627,845
Fleet Management	41,824,587	49,576,866	48,870,252	49,062,057	50,524,093	50,524,093	50,524,093	50,524,093
Fleet Management - Vehicle Lease/Purchases	18,994,042	13,965,000	16,047,739	14,797,739	14,797,739	14,797,739	14,797,739	14,797,739
Free Library	40,470,907	40,937,562	40,602,030	41,286,517	41,736,373	41,736,373	41,736,373	41,736,373
Historical Commission	400,662	0	0	0	0	0	0	0
Human Relations Commission	2,004,001	2,204,279	2,154,570	2,202,336	2,206,862	2,206,862	2,206,862	2,206,862
Human Services	103,046,621	109,035,530	109,035,530	111,923,598	112,876,916	113,530,607	114,061,732	114,061,732
Labor	937,484	1,617,396	1,558,598	1,590,946	1,590,946	1,590,946	1,590,946	1,590,946
Law	16,465,732	15,743,191	15,215,686	15,491,164	15,802,295	15,802,295	15,802,295	15,802,295
Licenses & Inspections	32,913,392	35,755,266	35,428,244	37,507,876	37,815,947	37,815,947	37,815,947	37,815,947
L&I: Board of Building Standards	69,683	75,419	73,911	75,419	75,419	75,419	75,419	75,419
L&I: Board of L+I Review	157,864	171,785	168,349	172,720	173,870	173,870	173,870	173,870
L&I: Zoning Board of Adjustment	344,504	0	0	0	0	0	0	0
Managing Director	38,699,744	40,285,836	42,592,612	44,541,137	44,251,873	44,157,327	44,157,327	44,157,327
Managing Director - Legal Services	46,490,832	48,414,381	48,824,041	49,025,841	48,089,541	48,089,541	48,089,541	48,089,541
Mayor	4,807,236	4,634,141	4,425,997	5,178,168	5,178,168	5,178,168	5,178,168	5,178,168
Mayor - Scholarships	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Mayor - Office of Chief Administrative Officer	5,437,723	5,753,587	8,141,455	6,169,329	6,143,868	5,908,868	5,848,868	5,788,868
Mayor - Office of Education	13,876,366	42,551,677	23,191,679	24,449,452	48,864,059	58,952,621	69,068,185	74,121,041
Mayor - Planning and Development	976,527	0	0	0	0	0	0	0
Mayor's Office of Community Empowerment and Opportunity	679,347	1,675,000	2,141,500	590,000	590,000	590,000	590,000	590,000
Mural Arts Program	1,673,843	1,924,602	1,909,016	1,959,016	1,959,016	1,959,016	1,959,016	1,959,016
Office of Arts and Culture and the Creative Economy	4,139,300	4,179,966	4,152,056	4,172,855	4,172,855	4,172,855	4,172,855	4,172,855

Office of Behavioral Health and Intellectual disAbilities	14,131,779	14,218,574	14,200,404	14,202,289	14,204,608	14,204,608	14,204,608	14,204,608
Office of Homeless Services	46,784,518	48,247,957	48,012,584	51,111,498	51,189,374	50,089,374	50,089,374	50,089,374
Office of Housing and Community Development	3,373,000	0	0	0	0	0	0	0
Office of Human Resources	6,188,896	6,011,608	5,867,729	6,343,869	6,344,735	6,344,735	6,344,735	6,344,735
Office of Innovation and Technology	56,458,858	63,141,494	61,830,372	66,491,927	71,970,784	72,584,330	70,029,863	74,236,344
Office of Innovation and Technology - 911	20,453,737	20,596,014	20,670,120	35,380,008	24,687,485	23,184,314	24,262,626	24,262,626
Office of Inspector General	1,483,102	1,648,011	1,636,311	1,636,311	1,636,311	1,636,311	1,636,311	1,636,311
Office of Property Assessment	12,694,377	13,923,826	13,815,630	14,616,425	14,642,086	14,317,086	14,317,086	14,317,086
Office of Sustainability	800,940	969,138	929,944	949,327	949,327	949,327	949,327	949,327
Parks and Recreation	61,134,109	61,733,041	61,058,911	65,712,181	64,610,807	64,610,807	64,610,807	64,610,807
Planning & Development	0	8,195,882	8,769,306	12,311,669	8,228,494	8,228,494	8,228,494	8,228,494
Police	666,275,720	652,106,097	691,342,170	709,492,944	733,709,760	733,709,760	733,709,760	733,709,760
Prisons	260,892,091	258,958,360	258,922,056	256,371,806	256,420,223	256,420,223	256,420,223	256,420,223
Procurement	4,803,825	4,932,053	4,881,345	4,938,442	4,964,086	4,964,086	4,964,086	4,964,086
Public Health	132,974,083	136,362,067	136,325,462	156,633,875	155,971,125	155,739,074	155,800,823	155,750,823
Public Property	63,941,277	65,448,723	65,180,347	67,840,100	69,591,546	71,326,552	73,143,612	74,823,452
Public Property - SEPTA Subsidy	79,720,000	82,749,000	82,749,000	84,776,000	87,859,000	91,327,000	94,540,000	98,299,000
Public Property - Space Rentals	19,816,086	20,950,268	24,450,268	22,457,948	21,860,396	22,138,884	22,389,486	22,792,563
Public Property - Utilities	29,294,870	24,655,024	24,655,024	25,008,269	25,652,953	26,514,416	27,404,881	28,325,325
Records	4,439,439	4,878,928	4,774,091	4,768,507	4,824,461	4,824,461	4,824,461	4,824,461
Register of Wills	3,916,424	4,244,282	4,240,393	4,240,393	4,240,393	4,240,393	4,240,393	4,240,393
Revenue	29,160,445	30,492,518	30,044,546	30,707,541	30,448,813	30,448,813	30,448,813	30,448,813
Sheriff	26,388,399	23,071,824	25,474,111	24,482,339	24,492,459	24,492,459	24,492,459	24,492,459
Sinking Fund Commission (Debt Service)	238,367,244	296,019,214	296,019,214	295,032,504	313,231,686	329,423,297	364,260,284	377,050,470
Streets	142,280,366	137,332,424	136,202,512	142,656,270	145,706,636	146,481,849	147,273,621	148,082,308
<b>Total</b>	<b>4,139,791,161</b>	<b>4,437,709,000</b>	<b>4,470,867,961</b>	<b>4,690,452,000</b>	<b>4,846,995,074</b>	<b>4,956,938,169</b>	<b>5,074,682,103</b>	<b>5,160,817,473</b>

**City of Philadelphia**  
**General Fund**  
**FY 2019- 2023 Five Year Financial Plan**  
**Major Taxes (\$ in Millions) with Percentage Change from Previous Year**

<u>Tax</u>	Actual FY 17	Projected FY 18	Projected FY 19	Projected FY 20	Projected FY 21	Projected FY 22	Projected FY 23
Wage & Net Profits - Current & Prior	1,471.2	1,565.8	1,627.4	1,694.4	1,746.8	1,799.6	1,853.3
% change from prior year	n.a.	6.4%	3.9%	4.1%	3.1%	3.0%	3.0%
Real Property - Current & Prior	587.1	646.3	664.5	683.3	706.2	729.6	754.2
% change from prior year	n.a.	10.1%	2.8%	2.8%	3.4%	3.3%	3.4%
Business Income & Receipts - Current & Prior	417.5	413.5	428.2	453.1	465.8	481.4	494.8
% change from prior year	n.a.	-1.0%	3.6%	5.8%	2.8%	3.3%	2.8%
Sales	188.4	204.5	216.5	228.4	239.4	250.0	260.6
% change from prior year	n.a.	8.5%	5.9%	5.5%	4.8%	4.4%	4.2%
Real Property Transfer	247.3	287.1	299.6	305.4	315.1	323.8	332.9
% change from prior year	n.a.	16.1%	4.4%	1.9%	3.2%	2.8%	2.8%
Parking	96.1	98.0	100.7	103.5	106.1	108.6	111.2
% change from prior year	n.a.	2.0%	2.8%	2.8%	2.5%	2.4%	2.4%
Other Taxes	24.3	25.1	25.9	26.9	27.9	28.9	29.8
% change from prior year	n.a.	3.3%	3.2%	3.9%	3.7%	3.6%	3.1%
Philadelphia Beverage	39.5	78.8	78.0	77.3	76.5	75.7	75.0
% change from prior year	n.a.	n.a.	-1.0%	-0.9%	-1.0%	-1.0%	-0.9%
<b>Total Taxes</b>	<b><u>3,071.4</u></b>	<b><u>3,319.1</u></b>	<b><u>3,440.8</u></b>	<b><u>3,572.3</u></b>	<b><u>3,683.8</u></b>	<b><u>3,797.6</u></b>	<b><u>3,911.8</u></b>
<b>% Change from prior year</b>	<b>n.a.</b>	<b>5.6%</b>	<b>4.8%</b>	<b>4.6%</b>	<b>2.3%</b>	<b>2.3%</b>	<b>2.1%</b>

*Note: Wage & Net Profits Taxes include rate reductions that resumed in FY14. Business Income & Receipts Tax incorporate rate reductions and changes in recently passed legislation that began in FY13. Wage tax does not include the PICA portion. Real Property Transfer Tax includes the rate increase from 3.0% to 3.1% effective January 1, 2017.*

**City of Philadelphia**  
**General Fund**  
**FY 2019- 2023 Five Year Financial Plan**  
**Estimated Fringe Benefit Allocation**

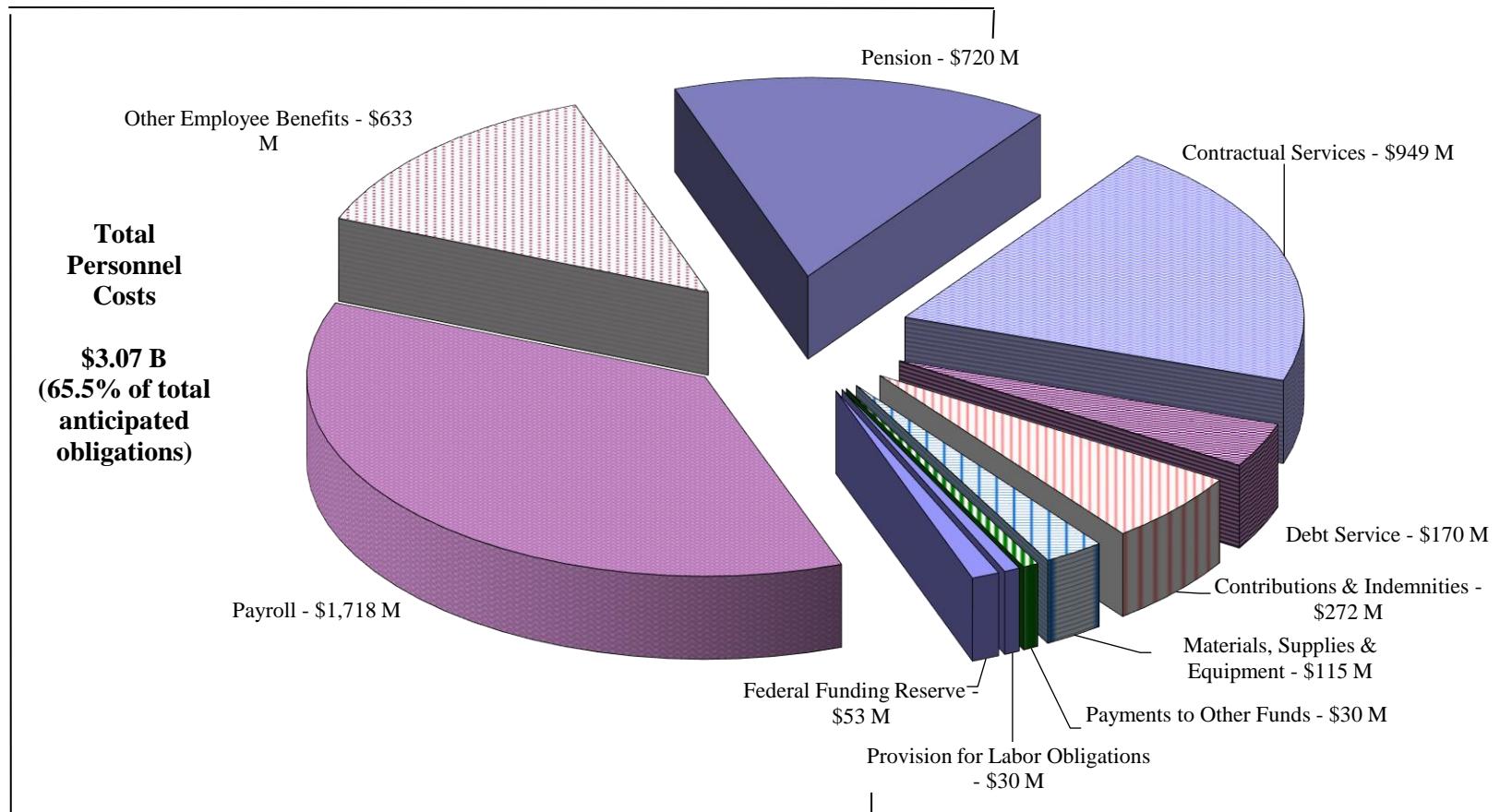
<b>Expenditure Category</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
	<b>FY 17</b>	<b>FY 18</b>	<b>FY 18</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 21</b>	<b>FY 22</b>	<b>FY 23</b>
<b>Unemployment Comp.</b>	1,970,599	4,080,260	4,080,260	4,080,260	4,080,260	4,080,260	4,080,260	4,080,260
<b>Employee Disability</b>	56,192,257	67,087,798	64,437,798	61,799,849	64,012,282	66,321,451	68,731,775	71,247,883
<b>Pension</b>	536,570,498	544,877,667	544,877,667	561,946,385	581,498,441	591,732,141	601,957,594	611,267,705
<b>Pension Obligation Bonds</b>	109,480,673	111,330,520	111,330,520	110,077,649	110,077,649	110,077,649	110,077,649	110,077,649
<b>FICA</b>	75,096,960	76,057,992	76,057,992	78,631,100	80,083,641	80,109,577	80,127,936	80,127,936
<b>Health / Medical</b>	429,069,103	466,427,163	457,526,858	473,700,702	497,012,911	521,898,241	548,466,106	576,833,505
<b>Group Life</b>	7,986,237	8,100,386	8,100,386	8,350,386	8,350,386	8,350,386	8,350,386	8,350,386
<b>Group Legal</b>	4,639,379	4,849,842	4,849,842	4,849,842	4,849,842	4,849,842	4,849,842	4,849,842
<b>Tool Allowance</b>	124,000	146,267	146,267	146,267	146,267	146,267	146,267	146,267
<b>Flex Cash Payments</b>	599,546	800,000	800,000	800,000	800,000	800,000	800,000	800,000
<b>Pension Relief - Sales Tax</b>	19,177,417	24,041,450	27,226,166	48,262,124	54,181,070	59,697,603	64,994,484	70,317,157
<b>Pension - Plan 10</b>	81,476	-	-	-	-	-	-	-
<b>Total</b>	<b>1,240,988,145</b>	<b>1,307,799,345</b>	<b>1,299,433,756</b>	<b>1,352,644,564</b>	<b>1,405,092,749</b>	<b>1,448,063,417</b>	<b>1,492,582,299</b>	<b>1,538,098,590</b>

# REVENUES AND EXPENDITURES

City of Philadelphia				SUMMARY OF OPERATIONS FISCAL YEARS 2017 TO 2023			
Five Year Financial Plan FY2019-2023				(Amounts in Thousands)			
FUND <b>General</b>							
NO.	ITEM	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	<b>OPERATIONS OF FISCAL YEAR <u>REVENUES</u></b>						
1	Taxes	3,071,422	3,319,109	3,440,810	3,572,259	3,683,755	3,797,631
2	Locally Generated Non-Tax Revenues	309,481	310,675	295,549	311,270	298,262	301,031
3	Revenue from Other Governments	717,229	749,203	806,113	830,602	860,143	880,193
4	Sub-Total	<b>4,098,132</b>	<b>4,378,987</b>	<b>4,542,472</b>	<b>4,714,131</b>	<b>4,842,160</b>	<b>4,978,855</b>
5	Revenue from Other Funds of City	60,072	63,370	72,908	64,355	64,886	65,444
6	Total - Revenue	<b>4,158,204</b>	<b>4,442,357</b>	<b>4,615,380</b>	<b>4,778,486</b>	<b>4,907,046</b>	<b>5,044,299</b>
7	Other	0	0	0	0	0	0
8	<b>Total Revenue and Other Sources</b>	<b>4,158,204</b>	<b>4,442,357</b>	<b>4,615,380</b>	<b>4,778,486</b>	<b>4,907,046</b>	<b>5,044,299</b>
	<b>OBLIGATIONS/APPROPRIATIONS</b>						
9	Personal Services	1,589,003	1,676,797	1,717,740	1,748,319	1,749,631	1,750,164
10	Personal Services-Pensions	646,052	656,208	672,024	691,576	701,810	712,035
11	Personal Services-Pensions - Sales Tax	19,177	27,226	48,262	54,181	59,698	64,994
12	Personal Services-Other Employee Benefits	575,760	616,000	632,359	659,336	686,555	715,553
13	<b>Sub-Total Employee Compensation</b>	<b>2,829,992</b>	<b>2,976,231</b>	<b>3,070,385</b>	<b>3,153,412</b>	<b>3,197,694</b>	<b>3,242,746</b>
14	Purchase of Services	851,447	921,178	949,017	978,232	995,002	1,022,398
15	Materials, Supplies and Equipment	94,408	107,708	115,609	118,432	116,031	113,289
16	Contributions, Indemnities, and Taxes	186,559	196,510	272,643	298,501	330,704	346,136
17	Debt Service	140,893	157,322	169,496	178,902	190,109	214,712
18	Payments to Other Funds	36,493	36,026	29,729	29,408	30,693	32,045
19	Advances & Misc. Pmts. / Labor Reserve	0	25,000	30,000	35,000	40,000	45,000
20	Adv & Misc. Pmts. / Federal Funding Reserve	0	50,893	53,573	55,108	56,705	58,356
21	Sub-Total	4,139,792	4,470,868	4,690,452	4,846,995	4,956,938	5,074,682
22	Payment to Budget Stabilization Reserve Fund	0	0	0	0	0	0
23	<b>Total - Obligations</b>	<b>4,139,792</b>	<b>4,470,868</b>	<b>4,690,452</b>	<b>4,846,995</b>	<b>4,956,938</b>	<b>5,074,682</b>
24	Oper.Surplus (Deficit) for Fiscal Year	18,412	(28,511)	(75,072)	(68,509)	(49,892)	(30,383)
	<b>Prior Year Adjustments:</b>						
25	Revenue Adjustments	0	0	0	0	0	0
26	Other Adjustments	22,516	22,941	19,500	19,500	19,500	19,500
27	Total Prior Year Adjustments	22,516	22,941	19,500	19,500	19,500	19,500
28	<b>Adjusted Oper. Surplus/ (Deficit)</b>	<b>40,928</b>	<b>(5,570)</b>	<b>(55,572)</b>	<b>(49,009)</b>	<b>(30,392)</b>	<b>(10,883)</b>
	<b>OPERATIONS IN RESPECT TO <u>PRIOR FISCAL YEARS</u></b>						
29	Fund Balance Available for Appropriation June 30 of Prior Fiscal Year	148,315	189,243	183,673	128,101	79,092	48,700
30	Residual Equity Transfer	0	0	0	0	0	0
31	Fund Balance Available for Appropriation June 30	<b>189,243</b>	<b>183,673</b>	<b>128,101</b>	<b>79,092</b>	<b>48,700</b>	<b>37,817</b>

**City of Philadelphia  
Fiscal Year 2019 Obligations  
By Type of Expenditure  
General Fund**

**Total Amount of Funds: \$4.69 Billion**

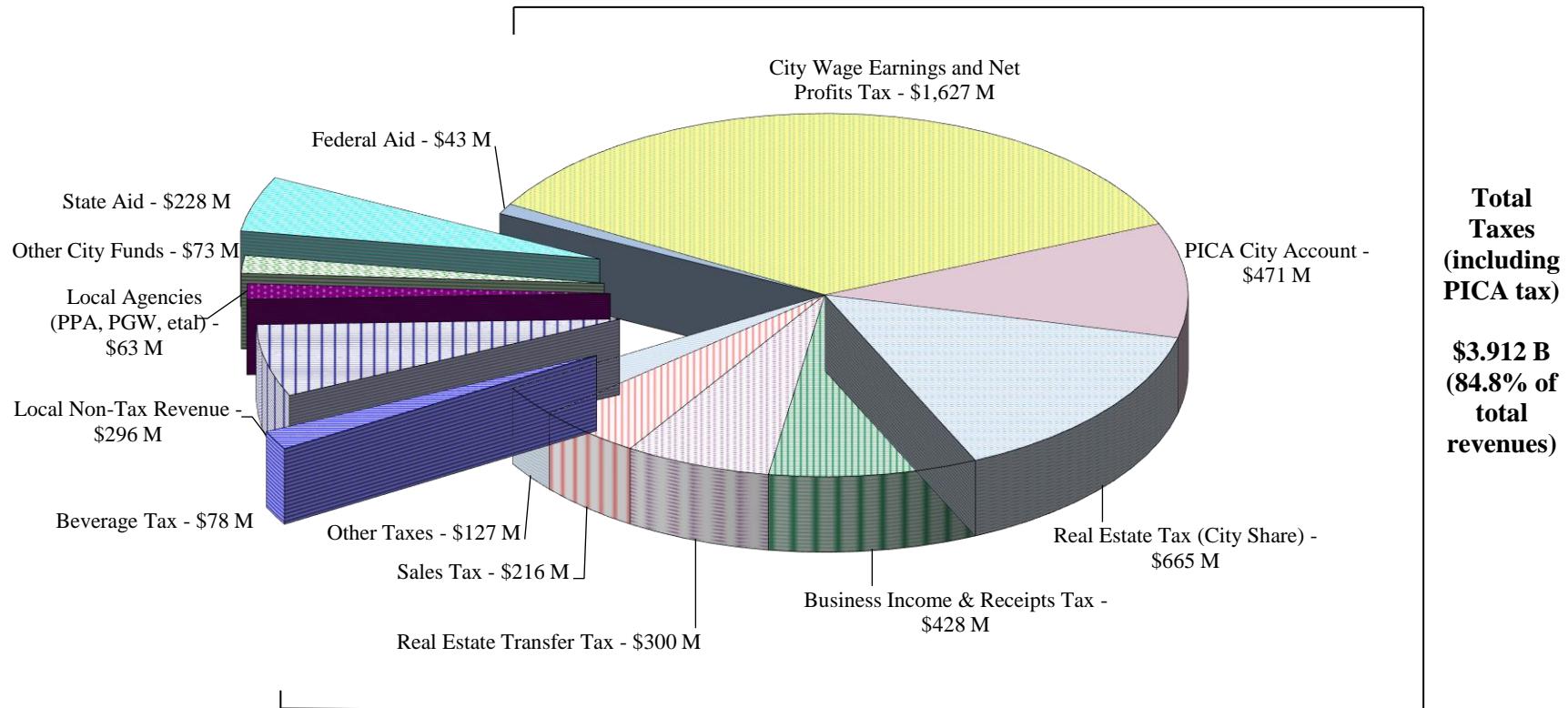


# City of Philadelphia

## Fiscal Year 2019 Estimated Revenues

### General Fund

#### Total Amount of Funds: \$4.615 Billion



**City of Philadelphia**  
**Fiscal Year 2019 Proposed All Funds Operating Budget**

Department	Acute Care Hospital Assessment Fund	Aviation Fund	Car Rental Tax Fund	Community Development Fund	County Liquid Fuels Tax Fund	General Fund	Grants Revenue Fund	HealthChoices Behavioral Health Fund	Hotel Room Rental Tax Fund	Housing Trust Fund	Special Gasoline Tax Fund	Water Fund	Water Residual Fund	Total
Art Museum						2,550,000								2,550,000
Atwater Kent Museum						298,163								298,163
Auditing						8,893,008	200,000							9,093,008
Board of Ethics						1,074,792								1,074,792
Board of Revision of Taxes						1,026,903								1,026,903
City Commissioners						9,965,170	925,000							10,890,170
City Council						17,325,693	205,300							17,530,993
City Representative						1,158,249								1,158,249
City Treasurer						1,692,315								1,692,315
Civil Service Commission						198,056								198,056
Civil Service Commission - Provision for Labor						30,000,000								30,000,000
Commerce	199,800,000			9,452,618		5,713,658	10,000,000		73,868,000					298,834,276
Commerce - Convention Center Subsidy						15,000,000								15,000,000
Commerce - Economic Stimulus						2,397,004								2,397,004
District Attorney						38,192,293	16,852,029							55,044,322
Finance	75,000	4,146,000				17,088,556								21,309,556
Finance - Community College Subsidy						31,909,207								31,909,207
Finance - Employee Benefits	267,592	63,950,249		4,152,814		1,352,644,564					1,000,000	138,140,401		1,560,155,620
Finance - Hero Awards						25,000								25,000
Finance - Indemnities		2,512,000				45,780,000						8,500,000		56,792,000
Finance - Provision for Other Grants				20,000,000		53,573,000	250,000,678							323,573,678
Finance - Refunds						250,000								250,000
Finance - School District Contribution						176,164,367								176,164,367
Finance - Witness Fees						171,518								171,518
Fire		7,802,474				259,245,299	20,145,148							287,192,921
First Judicial District						109,556,573	52,126,071							161,682,644
Fleet Management		8,395,839				63,859,796							8,825,836	81,081,471
Free Library						41,286,517	8,613,803							49,900,320
Human Relations Commission						2,202,336								2,202,336
Human Services						111,923,598	608,512,720							720,436,318
Labor Relations						1,590,946								1,590,946
Law		1,563,803		195,573		15,491,164	200,000					3,240,830		20,691,370
Licenses & Inspections				514,818		37,507,876								38,022,694
L&I-Board of Building Standards						75,419								75,419
L&I-Board of L & I Review						172,720								172,720
Managing Director						44,541,137	9,550,547					138,550		54,230,234

Managing Director - Legal Services						49,025,841										49,025,841
Mayor						5,178,168	915,185									6,093,353
Mayor - Scholarships						200,000										200,000
Mayor - Office of the Chief Administrative Officer						6,169,329	102,307									6,271,636
Mayor - Office of Education						24,449,452	301,860									24,751,312
Mayor's Office of Community Empowerment and Opportunity						590,000	18,545,224									19,135,224
Mural Arts Program						1,959,016										1,959,016
Office of Arts and Culture & the Creative Economy						4,172,855										4,172,855
Office of Behavioral Health and Intellectual disAbility						14,202,289	272,045,060	1,300,000,000								1,586,247,349
Office of Homeless Services						51,111,498	44,700,757									95,812,255
Office of Human Resources						6,343,869										6,343,869
Office of Innovation & Technology		2,163,089				101,871,935	47,085,547							31,966,821		183,087,392
Office of Inspector General						1,636,311										1,636,311
Office of Property Assessment						14,616,425										14,616,425
Office of Sustainability		93,873				949,327	218,673							93,874		1,355,747
Parks & Recreation						65,712,181	13,214,542									78,926,723
Planning & Development			61,665,177			12,311,669	56,258,222				40,000,000					170,235,068
Police		17,131,737				709,492,944	15,746,029									742,370,710
Prisons						256,371,806										256,371,806
Procurement						4,938,442	3,000							93,093		5,034,535
Public Health	162,212,408					156,633,875	154,212,298									473,058,581
Public Property		26,900,000				67,840,100								4,265,847		99,005,947
Public Property - Septa Subsidy						84,776,000										84,776,000
Public Property - Space Rentals						22,457,948										22,457,948
Public Property - Utilities						25,008,269										25,008,269
Records						4,768,507										4,768,507
Register of Wills						4,240,393	200,000									4,440,393
Revenue	45,000					30,707,541	26,425,000						16,664,500		73,842,041	
Sheriff						24,482,339										24,482,339
Sinking Fund Commission (Debt Service)		163,801,936	7,000,000			295,032,504								212,992,336		678,826,776
Streets					7,273,000	142,656,270	23,779,000						35,940,000			209,648,270
Water														419,220,912	37,000,000	456,220,912
Water, Sewer & Stormwater Rate Board														565,000		565,000
<b>TOTAL</b>	<b>162,600,000</b>	<b>498,261,000</b>	<b>7,000,000</b>	<b>95,981,000</b>	<b>7,273,000</b>	<b>4,690,452,000</b>	<b>1,651,084,000</b>	<b>1,300,000,000</b>	<b>73,868,000</b>	<b>40,000,000</b>	<b>36,940,000</b>	<b>844,708,000</b>	<b>37,000,000</b>	<b>9,445,167,000</b>		

# OTHER STATUTORY REQUIREMENTS

## City of Philadelphia Principal General Fund Obligation Growth Assumptions FY 2019 - 2023 Five Year Financial Plan

		<b><u>FY 19</u></b>	<b><u>FY 20</u></b>	<b><u>FY 21</u></b>	<b><u>FY 22</u></b>	<b><u>FY 23</u></b>
<b>Class 100</b>	<b>Personal Services</b>					
	<i>Civilian Wages - DC#47/NR</i>	0.00%	0.0%	0.0%	0.0%	0.0%
	<i>Civilian Wages - DC#33</i>	2.50%	3.0%	0.0%	0.0%	0.0%
	<i>Civilian Wages - Other</i>	0.00%	0.0%	0.0%	0.0%	0.0%
	<i>Uniform Wages - Local #159</i>	0.00%	0.0%	0.0%	0.0%	0.0%
	<i>Uniform Wages - F.O.P.</i>	3.50%	3.75%	0.0%	0.0%	0.0%
	<i>Uniform Wages - I.A.F.F.</i>	0.00%	0.0%	0.0%	0.0%	0.0%
	<b>Employee Benefits</b>					
	<i>Unemployment Compensation</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	<i>Employee Disability</i>	-4.1%	3.6%	3.6%	3.6%	3.7%
	<i>Pension</i>	3.1%	3.5%	1.8%	1.7%	1.5%
	<i>Pension Obligation Bond</i>	-1.1%	0.0%	0.0%	0.0%	0.0%
	<i>Pension Relief - Sales Tax</i>	77.3%	12.3%	10.2%	8.9%	8.2%
	<i>FICA</i>	3.4%	1.8%	0.0%	0.0%	0.0%
	<i>Health/Medical</i>	3.5%	4.9%	5.0%	5.1%	5.2%
	<i>Group Life</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	<i>Group Legal</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	<i>Tool Allowance</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	<i>Flex Cash Payments</i>	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Class 200</b>	<b>Purchase of Services</b>	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Class 3/400</b>	<b>Materials, Supplies &amp; Equipment Contributions, Indemnities &amp;</b>	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Class 500</b>	<b>Taxes</b>	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Class 700</b>	<b>Debt Service</b>	See Schedule of Long Term Obligations (Appendix VI)				
<b>Class 800</b>	<b>Payments to Other Funds</b>	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Class 900</b>	<b>Advances &amp; Misc. Payments</b>	N.A.	N.A.	N.A.	N.A.	N.A.

**Note 1:** The above Personal Services assumptions do not include the amount set aside in the Civil Service Commission budget for potential future labor obligations.

**Note 2:** Obligation levels in the current plan have been established for most departments and cost centers based upon specific issues concerning desired service levels, management and productivity initiatives underway, anticipated competitive contracting issues, existing and anticipated contractual obligations, and a host of other factors. The growth assumptions set forth above provide only the underlying foundations for the specific proposed obligation levels which have been established for departments in the current plan.

# GENERAL FUND FULL TIME POSITIONS

**City of Philadelphia**  
**Fiscal Year 2019 Operating Budget**  
**FY 2019-2023 Five Year Plan**  
**General Fund Full-Time Positions**

Department	Filled Positions 6/30/2017	FY 2018 Adopted Budget	December 2017 Actual	FY 2019 Proposed Budget	FY 2020 Proposed Budget	FY 2021 Proposed Budget	FY 2022 Proposed Budget	FY 2023 Proposed Budget
Atwater Kent Museum	4	4	4	4	4	4	4	4
Auditing	127	140	130	134	134	134	134	134
Board of Ethics	11	12	11	12	12	12	12	12
Board of Revision of Taxes	13	16	12	15	15	15	15	15
City Commissioners	99	102	101	105	105	105	105	105
City Council	194	195	194	195	195	195	195	195
City Planning Commission	30	0	0	0	0	0	0	0
City Representative	6	8	7	9	9	9	9	9
City Treasurer	14	16	16	16	16	16	16	16
Civil Service Commission	2	2	2	2	2	2	2	2
Commerce	28	33	30	32	32	32	32	32
<i>District Attorney Civilian</i>	<i>459</i>	<i>489</i>	<i>461</i>	<i>470</i>	<i>470</i>	<i>470</i>	<i>470</i>	<i>470</i>
<i>District Attorney Uniform</i>	<i>33</i>	<i>36</i>	<i>40</i>	<i>43</i>	<i>43</i>	<i>43</i>	<i>43</i>	<i>43</i>
District Attorney - Total	492	525	501	513	513	513	513	513
Finance	111	118	111	123	123	123	123	123
<i>Fire Civilian</i>	<i>110</i>	<i>120</i>	<i>113</i>	<i>137</i>	<i>137</i>	<i>137</i>	<i>137</i>	<i>137</i>
<i>Fire Uniform</i>	<i>2,171</i>	<i>2,486</i>	<i>2,343</i>	<i>2,522</i>	<i>2,522</i>	<i>2,522</i>	<i>2,522</i>	<i>2,522</i>
Fire - Total	2,281	2,606	2,456	2,659	2,659	2,659	2,659	2,659
First Judicial District	1,856	1,877	1,860	1,841	1,841	1,841	1,841	1,841
Fleet Management	270	316	283	306	306	306	306	306
Free Library	643	692	651	692	692	692	692	692
Historical Commission	6	0	0	0	0	0	0	0
Human Relations Commission	31	34	31	34	34	34	34	34
Human Services	385	517	437	460	460	460	460	460
Labor Relations	16	23	21	23	23	23	23	23
Law	119	155	121	130	130	130	130	130
Licenses & Inspections	348	429	379	429	429	429	429	429
L&I-Board of Building Standards	1	1	1	1	1	1	1	1
L&I-Board of L & I Review	2	2	2	2	2	2	2	2
L&I-Zoning Board of Adjustment	5	0	0	0	0	0	0	0
Managing Director	296	302	303	311	311	311	311	311
Mayor	42	47	41	52	52	52	52	52
Mayor - Office of the Chief Administrative Officer	55	62	61	64	64	64	64	64
Mayor - Office of Education	32	36	32	36	36	36	36	36
Mayor's Office of Community Empowerment and Opportunity	0	2	2	0	0	0	0	0
Mayor - Planning & Development	4	0	0	0	0	0	0	0
Mural Arts Program	10	11	10	12	12	12	12	12
Office of Arts and Culture	4	4	4	5	5	5	5	5
Office of Behavioral Health and Intellectual disAbility	16	16	16	16	16	16	16	16
Office of Human Resources	85	81	74	85	85	85	85	85

Office of Innovation & Technology	274	294	282	293	293	293	293	293
Office of Inspector General	18	19	19	21	21	21	21	21
Office of Property Assessment	199	223	192	225	225	225	225	225
Office of Homeless Services	146	157	150	157	157	157	157	157
Office of Sustainability	7	8	8	8	8	8	8	8
Parks & Recreation	607	748	652	735	735	735	735	735
Planning & Development	0	47	45	58	58	58	58	58
<i>Police Civilian</i>	<i>812</i>	<i>846</i>	<i>795</i>	<i>846</i>	<i>846</i>	<i>846</i>	<i>846</i>	<i>846</i>
<i>Police Uniform</i>	<i>6,174</i>	<i>6,525</i>	<i>6,333</i>	<i>6,525</i>	<i>6,525</i>	<i>6,525</i>	<i>6,525</i>	<i>6,525</i>
Police - Total	6,986	7,371	7,128	7,371	7,371	7,371	7,371	7,371
Prisons	2,277	2,325	2,234	2,325	2,325	2,325	2,325	2,325
Procurement	44	51	45	50	50	50	50	50
Public Health	687	826	724	834	835	835	835	835
Public Property	146	158	136	158	158	158	158	158
Records	57	63	56	59	59	59	59	59
Register of Wills	72	74	69	70	70	70	70	70
Revenue	402	436	406	437	437	437	437	437
Sheriff	348	408	370	423	423	423	423	423
Streets	1,702	1,819	1,700	1,912	1,912	1,912	1,912	1,912
<b>TOTAL GENERAL FUND</b>	<b>21,610</b>	<b>23,411</b>	<b>22,120</b>	<b>23,454</b>	<b>23,455</b>	<b>23,455</b>	<b>23,455</b>	<b>23,455</b>

**Note:** The Adopted and Proposed Budget position counts represent the maximum level of positions during the year. Attrition lowers the position count throughout the year.

# CASH FLOW REQUIREMENTS

## CASH FLOW PROJECTIONS

## OFFICE OF THE DIRECTOR OF FINANCE

### GENERAL FUND - FY2018

Projection as of January 31, 2017

	Amounts in Millions												Accrued	Not Accrued	Estimated Revenues	
	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 28	March 31	April 30	May 31	June 30				
<b>REVENUES</b>																
Real Estate Tax	9.2	8.5	6.5	6.0	5.8	34.3	64.1	317.6	138.5	29.0	14.0	12.9	646.3		646.3	
Total Wage, Earnings, Net Profits	137.7	114.0	115.3	134.3	119.4	112.0	170.0	122.4	136.1	157.8	129.5	117.3	1565.8		1565.8	
Realty Transfer Tax	38.3	29.0	20.8	27.5	28.7	21.8	36.9	13.7	17.5	17.1	17.7	18.1	287.1		287.1	
Sales Tax	28.6	29.0	12.0	11.9	14.6	12.7	11.9	15.8	12.3	12.0	14.5	26.4	201.6	2.9	204.5	
Business Income & Receipts Tax	6.9	6.9	16.4	14.9	0.9	6.1	29.4	5.7	48.6	240.2	49.3	8.3	433.8	(20.3)	413.5	
Beverage Tax	6.9	6.5	6.7	7.6	6.1	6.0	6.5	5.9	6.2	7.0	6.5	6.9	78.8		78.8	
Other Taxes	10.2	9.5	12.2	10.3	9.7	10.2	9.8	9.2	8.9	13.9	9.8	9.4	123.1		123.1	
Locally Generated Non-tax	24.3	29.4	21.4	30.7	24.1	27.8	26.5	24.1	27.8	21.7	26.8	26.0	310.7		310.7	
Total Other Governments	22.9	52.3	77.9	59.9	16.8	7.0	15.2	10.1	14.1	10.7	11.6	14.5	313.0		307.9	
Total PICA Other Governments	25.8	37.2	29.7	17.2	41.8	13.1	62.7	29.5	54.3	44.7	44.4	41.0	441.3	(5.1)	441.3	
Interfund Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	30.5	30.5		63.4	
<b>Total Current Revenue</b>	<b>310.7</b>	<b>322.5</b>	<b>318.8</b>	<b>320.3</b>	<b>267.9</b>	<b>250.9</b>	<b>432.8</b>	<b>554.1</b>	<b>464.3</b>	<b>554.0</b>	<b>324.2</b>	<b>311.3</b>	<b>4432.0</b>	<b>(2.2)</b>	<b>32.9</b>	<b>4442.4</b>
Collection of prior year(s) revenue	40.9	0.2	12.5	(2.8)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	50.8			
Other fund balance adjustments																
<b>TOTAL CASH RECEIPTS</b>	<b>351.6</b>	<b>322.6</b>	<b>331.4</b>	<b>317.6</b>	<b>267.9</b>	<b>250.9</b>	<b>432.8</b>	<b>554.1</b>	<b>464.3</b>	<b>554.0</b>	<b>324.2</b>	<b>311.3</b>	<b>4482.8</b>			
<b>EXPENSES AND OBLIGATIONS</b>																
Payroll	69.7	172.3	133.4	127.2	135.9	121.6	179.9	134.5	127.5	127.5	139.5	131.9	1600.8	72.5	3.5	1676.8
Employee Benefits	45.8	36.2	65.6	33.7	42.2	46.2	47.0	50.5	69.9	50.5	55.1	52.0	594.7	20.8	0.5	616.0
Pension	3.7	(6.5)	4.8	64.2	(6.0)	(2.5)	(6.5)	(5.6)	511.9	95.0	(3.1)	(2.6)	646.8	36.6		683.4
Purchase of Services	42.6	50.8	76.3	89.1	61.0	48.2	61.3	60.9	76.8	77.9	57.3	75.4	777.5	23.8	119.8	921.2
Materials, Equipment	3.0	3.8	8.5	6.8	5.3	6.1	6.9	6.8	7.8	9.0	8.6	8.6	81.3			107.7
Contributions, Indemnities	14.3	5.0	10.2	8.8	11.5	5.0	5.5	3.5	9.9	5.7	109.0	8.1	196.5			196.5
Debt Service-Short Term	0.0	0.1	0.1	0.0	0.0	0.1	0.4	0.0	0.0	0.0	0.0	4.6	5.3			5.3
Debt Service-Long Term	96.1	0.5	0.0	0.6	9.2	7.4	31.2	4.3	0.5	0.0	0.0	2.2	152.1			152.1
Interfund Charges	0.4	0.0	0.0	0.0	0.0	0.0	0.0	1.8	0.0	0.1	0.9	5.9	9.0	27.0		36.0
Advances & Misc. Pmts. / Labor Obligations	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	19.0	19.0	19.0	19.0	75.9			75.9
<b>Current Year Appropriation</b>	<b>275.5</b>	<b>262.2</b>	<b>298.9</b>	<b>330.4</b>	<b>259.2</b>	<b>232.1</b>	<b>325.6</b>	<b>256.7</b>	<b>823.3</b>	<b>384.7</b>	<b>386.3</b>	<b>305.0</b>	<b>4139.9</b>	<b>184.7</b>	<b>146.3</b>	<b>4470.9</b>
Prior Yr. Expenditures against Encumbrances	38.3	25.3	19.3	9.0	6.7	3.4	4.3	6.4	5.9	2.7	1.0	2.0	124.3			
Prior Yr. Salaries & Vouchers Payable	77.4	(24.5)	(9.5)	89.8	31.0	5.8	(26.1)	26.1	0.0	0.0	0.0	0.0	170.1			
<b>TOTAL DISBURSEMENTS</b>	<b>391.2</b>	<b>263.0</b>	<b>308.8</b>	<b>429.2</b>	<b>296.8</b>	<b>241.2</b>	<b>303.9</b>	<b>289.1</b>	<b>829.2</b>	<b>387.5</b>	<b>387.3</b>	<b>307.0</b>	<b>4434.2</b>			
Excess (Def) of Receipts over Disbursements	(39.6)	59.6	22.6	(111.7)	(28.9)	9.7	128.9	265.0	(364.9)	166.6	(63.0)	4.3				
Opening Balance	533.9	494.3	553.9	576.5	464.8	435.9	570.6	699.5	964.5	599.6	766.1	578.1				
TRAN	0.0	0.0	0.0	0.0	0.0	125.0	0.0	0.0	0.0	0.0	(125.0)	0.0				
<b>CLOSING BALANCE</b>	<b>494.3</b>	<b>553.9</b>	<b>576.5</b>	<b>464.8</b>	<b>435.9</b>	<b>570.6</b>	<b>699.5</b>	<b>964.5</b>	<b>599.6</b>	<b>766.1</b>	<b>578.1</b>	<b>582.4</b>				

CASH FLOW PROJECTIONS  
CONSOLIDATED CASH - ALL FUNDS -  
FY2018

OFFICE OF THE DIRECTOR OF FINANCE

	Amounts in Millions											
	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 28	March 31	April 30	May 31	June 30
General	494.3	553.9	576.5	464.8	435.9	570.6	699.5	964.5	599.6	766.1	578.1	582.4
Grants Revenue	(58.0)	83.0	20.0	16.1	(56.3)	(109.5)	37.6	(199.8)	(227.4)	(236.8)	(212.1)	(119.4)
Community Development	(16.9)	(15.1)	(11.7)	(11.8)	(4.4)	(8.1)	(6.7)	(4.6)	(6.8)	(3.4)	(3.0)	(6.1)
Vehicle Rental Tax	6.0	6.6	1.2	1.6	2.1	2.6	3.0	5.4	4.8	5.3	5.7	6.2
Hospital Assessment Fund	13.8	13.6	23.1	14.7	14.8	50.8	15.8	8.8	23.2	9.4	27.1	15.4
Housing Trust Fund	32.0	33.3	33.8	33.9	33.4	34.3	35.2	35.2	35.2	36.2	36.2	36.2
Other Funds	8.7	9.0	7.8	7.9	8.9	8.7	8.9	7.4	7.6	7.4	7.2	7.2
<b>TOTAL OPERATING FUNDS</b>	<b>480.0</b>	<b>684.3</b>	<b>650.7</b>	<b>527.4</b>	<b>434.4</b>	<b>549.3</b>	<b>793.3</b>	<b>817.0</b>	<b>436.3</b>	<b>584.3</b>	<b>439.3</b>	<b>522.0</b>
Capital Improvement	28.4	297.8	287.3	267.5	252.6	239.0	217.6	202.1	190.6	179.1	163.6	152.1
Industrial & Commercial Dev.	9.8	9.8	9.8	9.8	9.8	9.8	9.8	9.8	9.8	9.8	9.8	9.8
<b>TOTAL CAPITAL FUNDS</b>	<b>38.1</b>	<b>307.6</b>	<b>297.1</b>	<b>277.3</b>	<b>262.4</b>	<b>248.8</b>	<b>227.5</b>	<b>212.0</b>	<b>200.5</b>	<b>189.0</b>	<b>173.5</b>	<b>162.0</b>
<b>TOTAL FUND EQUITY</b>	<b>518.1</b>	<b>992.0</b>	<b>947.8</b>	<b>804.7</b>	<b>696.8</b>	<b>798.1</b>	<b>1020.7</b>	<b>1029.0</b>	<b>636.7</b>	<b>773.3</b>	<b>612.7</b>	<b>684.0</b>

CASH FLOW PROJECTIONS  
GENERAL FUND - FY2019

OFFICE OF THE DIRECTOR OF FINANCE

Projection

	Amounts in Millions												Accrued	Not Accrued	Estimated Revenues	
	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 28	March 31	April 30	May 31	June 30	Total			
<b>REVENUES</b>																
Real Estate Tax	10.0	9.3	8.5	8.5	8.1	15.0	54.7	357.4	140.7	29.6	14.2	8.5	664.5		664.5	
Total Wage, Earnings, Net Profits	137.3	124.4	119.8	138.2	130.6	121.3	163.2	128.5	142.1	163.7	134.4	123.9	1627.3		1627.3	
Realty Transfer Tax	28.0	24.5	23.1	24.2	22.2	25.5	23.8	18.3	26.9	26.5	26.8	29.7	299.6		299.6	
Sales Tax	30.3	30.7	12.8	12.3	15.2	13.2	12.3	16.7	12.6	12.2	18.1	27.8	214.4	2.1	216.5	
Business Income & Receipts Tax	3.2	3.8	14.4	12.6	2.4	7.5	12.0	5.5	48.0	238.0	73.3	7.5	428.2		428.2	
Beverage Tax	6.9	6.5	6.7	7.6	6.0	5.9	6.4	5.8	6.1	6.9	6.4	6.8	78.0		78.0	
Other Taxes	8.1	10.6	8.0	7.6	8.1	7.7	7.7	12.7	12.3	17.3	13.7	13.0	126.6		126.6	
Locally Generated Non-tax	25.5	26.2	22.0	23.3	22.7	20.8	26.1	24.2	27.2	25.4	26.3	25.9	295.5		295.5	
Total Other Governments	11.9	57.3	78.7	62.8	17.9	6.5	12.0	12.6	14.3	13.5	8.1	36.7	332.3		334.8	
Total PICPA Other Governments	33.3	35.5	37.1	31.7	42.1	32.7	38.2	41.8	47.8	43.2	57.1	30.8	471.3		471.3	
Interfund Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	25.5	25.5	47.4	72.9	
<b>Total Current Revenue</b>	<b>294.5</b>	<b>328.7</b>	<b>331.2</b>	<b>328.9</b>	<b>275.2</b>	<b>255.9</b>	<b>356.6</b>	<b>623.6</b>	<b>477.8</b>	<b>576.4</b>	<b>378.4</b>	<b>336.0</b>	<b>4563.3</b>	<b>4.6</b>	<b>47.4</b>	<b>4615.4</b>
Collection of prior year(s) revenue	16.2	7.9	0.4	8.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	32.9			
Other fund balance adjustments																
<b>TOTAL CASH RECEIPTS</b>	<b>310.7</b>	<b>336.6</b>	<b>331.6</b>	<b>337.2</b>	<b>275.3</b>	<b>255.9</b>	<b>356.6</b>	<b>623.6</b>	<b>477.8</b>	<b>576.5</b>	<b>378.4</b>	<b>336.1</b>	<b>4596.2</b>			
	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 28	March 31	April 30	May 31	June 30	Total	Vouchers Payable	Encumbrances	Estimated Obligations
<b>EXPENSES AND OBLIGATIONS</b>																
Payroll	85.0	185.3	132.9	128.8	141.2	128.8	185.3	128.1	128.8	128.8	141.2	132.9	1647.1	67.2	3.5	1717.7
Employee Benefits	31.8	69.3	49.7	48.2	52.8	48.2	69.3	47.9	48.2	48.2	52.8	49.7	615.8	16.1	0.5	632.4
Pension	3.7	(6.5)	4.8	64.2	(6.0)	(2.5)	(6.5)	(3.1)	505.1	113.1	(2.0)	(2.5)	661.8	58.5		720.3
Purchase of Services	34.6	32.6	59.6	93.0	53.5	60.7	43.1	46.1	167.2	91.6	43.8	74.9	800.8	24.7	123.5	949.0
Materials, Equipment	4.4	5.5	10.2	9.9	6.6	8.0	7.2	6.3	7.9	8.1	7.5	9.5	91.2	7.1	17.3	115.6
Contributions, Indemnities	13.9	2.3	11.9	6.2	2.0	14.1	7.7	2.8	10.4	4.8	193.8	2.7	272.6			272.6
Debt Service-Short Term	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	7.2	7.2			7.2
Debt Service-Long Term	19.0	92.8	0.6	0.1	0.1	9.4	7.3	29.9	0.6	0.1	0.1	2.3	162.3			162.3
Interfund Charges	1.7	0.8	0.0	0.0	0.1	0.8	0.3	1.0	0.0	0.0	0.2	2.6	7.7	22.1		29.7
Advances & Misc. Pmts. / Labor Obligations	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	83.6			83.6
<b>Current Year Appropriation</b>	<b>201.0</b>	<b>389.1</b>	<b>276.7</b>	<b>357.4</b>	<b>257.3</b>	<b>274.5</b>	<b>320.7</b>	<b>266.1</b>	<b>875.1</b>	<b>401.6</b>	<b>444.3</b>	<b>286.3</b>	<b>4350.0</b>	<b>195.6</b>	<b>144.9</b>	<b>4690.5</b>
Prior Yr. Expenditures against Encumbrances	56.1	26.6	17.9	11.2	6.3	4.0	9.8	4.7	4.3	2.7	0.8	2.0	146.3			
Prior Yr. Salaries & Vouchers Payable	77.9	57.9	33.2	15.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	184.7			
<b>TOTAL DISBURSEMENTS</b>	<b>334.9</b>	<b>473.6</b>	<b>327.8</b>	<b>384.2</b>	<b>263.6</b>	<b>278.5</b>	<b>330.5</b>	<b>270.9</b>	<b>879.4</b>	<b>404.3</b>	<b>445.1</b>	<b>288.2</b>	<b>4681.0</b>			
Excess (Def) of Receipts over Disbursements	(24.2)	(137.0)	3.8	(47.0)	11.7	(22.6)	26.1	352.7	(401.6)	172.2	(66.7)	47.8				
Opening Balance	582.4	558.2	421.2	425.0	378.0	514.7	492.1	518.2	870.9	469.4	641.5	449.8				
TRAN	0.0	0.0	0.0	0.0	125.0	0.0	0.0	0.0	0.0	0.0	(125.0)	0.0				
<b>CLOSING BALANCE</b>	<b>558.2</b>	<b>421.2</b>	<b>425.0</b>	<b>378.0</b>	<b>514.7</b>	<b>492.1</b>	<b>518.2</b>	<b>870.9</b>	<b>469.4</b>	<b>641.5</b>	<b>449.8</b>	<b>497.6</b>				

CASH FLOW PROJECTIONS  
CONSOLIDATED CASH - ALL FUNDS -  
FY2019

OFFICE OF THE DIRECTOR OF FINANCE

Projection	Amounts in Millions											
	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 28	March 31	April 30	May 31	June 30
General	558.2	421.2	425.0	378.0	514.7	492.1	518.2	870.9	469.4	641.5	449.8	497.6
Grants Revenue	(92.6)	(36.1)	(41.2)	(106.9)	(154.5)	(213.8)	(179.6)	(209.7)	(247.5)	(251.0)	(236.7)	(151.1)
Community Development	(5.7)	(5.1)	(4.2)	(1.0)	(4.6)	(3.5)	(5.8)	(5.4)	(6.1)	(2.2)	(1.4)	(6.9)
Vehicle Rental Tax	6.7	7.3	3.2	3.7	4.2	4.6	5.0	5.3	4.7	5.1	5.6	6.0
Hospital Assessment Fund	11.3	13.7	22.2	10.8	10.5	16.1	10.8	9.8	23.0	10.3	30.1	15.8
Housing Trust Fund	18.6	19.2	19.7	19.2	20.8	21.9	20.8	21.0	20.9	20.8	21.1	20.2
Other Funds	8.0	8.2	7.2	7.2	7.6	7.3	7.2	7.5	7.3	7.3	7.1	7.5
<b>TOTAL OPERATING FUNDS</b>	<b>504.6</b>	<b>428.5</b>	<b>432.1</b>	<b>311.1</b>	<b>398.7</b>	<b>324.7</b>	<b>376.7</b>	<b>699.3</b>	<b>271.7</b>	<b>431.8</b>	<b>275.6</b>	<b>389.2</b>
Capital Improvement	152.1	140.6	129.1	117.6	106.1	94.6	83.1	71.6	60.1	48.6	37.1	25.6
Industrial & Commercial Dev.	4.2	4.2	4.4	4.3	4.6	4.6	4.6	4.6	5.4	5.3	5.3	5.2
<b>TOTAL CAPITAL FUNDS</b>	<b>156.3</b>	<b>144.8</b>	<b>133.5</b>	<b>121.9</b>	<b>110.7</b>	<b>99.2</b>	<b>87.7</b>	<b>76.2</b>	<b>65.5</b>	<b>53.9</b>	<b>42.4</b>	<b>30.8</b>
<b>TOTAL FUND EQUITY</b>	<b>660.9</b>	<b>573.3</b>	<b>565.6</b>	<b>433.0</b>	<b>509.4</b>	<b>423.9</b>	<b>464.4</b>	<b>775.5</b>	<b>337.2</b>	<b>485.7</b>	<b>318.0</b>	<b>420.0</b>

# ENTERPRISE FUNDS: AVIATION AND WATER

## Aviation Fund Five Year Financial Plan Fiscal Years 2019 - 2023 All Departments

		<b>FY2018 Estimate</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>
<b><u>Revenues</u></b>							
Locally Generated Non-Tax		\$ 405,800,000	\$ 426,490,000	\$ 452,079,000	\$ 479,204,000	\$ 503,164,000	\$ 528,322,000
Passenger Facility Charges		31,500,000	33,075,000	34,075,000	35,075,000	36,075,000	37,075,000
Revenue from Other Governments		2,567,000	2,695,000	2,776,000	2,859,000	2,945,000	3,033,000
Revenue from Other Funds of the City		1,257,000	1,320,000	1,353,000	1,387,000	1,422,000	1,458,000
<b>Total Revenues</b>		<b>\$ 441,124,000</b>	<b>\$ 463,580,000</b>	<b>\$ 490,283,000</b>	<b>\$ 518,525,000</b>	<b>\$ 543,606,000</b>	<b>\$ 569,888,000</b>
<b><u>Obligations</u></b>							
100 Personal Services		\$ 76,410,241	\$ 79,652,326	\$ 81,245,000	\$ 82,870,000	\$ 84,527,000	\$ 86,218,000
100 Employee Benefits		62,129,873	63,950,249	65,229,000	66,534,000	67,865,000	69,222,000
200 Purchase of Services		129,776,089	139,979,589	141,379,000	142,793,000	144,221,000	145,663,000
300 Materials & Supplies		7,647,100	9,634,900	9,731,000	9,828,000	9,926,000	10,025,000
400 Equipment		7,821,000	8,407,000	8,491,000	8,576,000	8,662,000	8,749,000
500 Contrib., Indemnities & Taxes		5,212,000	8,812,000	8,900,000	8,989,000	9,079,000	9,170,000
700 Debt Service		159,426,123	163,801,936	167,078,000	170,420,000	173,828,000	177,305,000
800 Payments to Other Funds							
Payments to General Fund		12,648,000	14,023,000	14,163,000	14,305,000	14,448,000	14,592,000
Payments to Water Fund		5,000,000	5,000,000	5,050,000	5,101,000	5,152,000	5,204,000
Payments to Capital Fund		5,000,000	5,000,000	5,050,000	5,101,000	5,152,000	5,204,000
<b>Total Payments to Other Funds</b>		<b>22,648,000</b>	<b>24,023,000</b>	<b>24,263,000</b>	<b>24,507,000</b>	<b>24,752,000</b>	<b>25,000,000</b>
900 Advances & Misc. Payments		-	-	-	-	-	-
<b>Total Obligations, All Departments</b>		<b>\$ 471,070,426</b>	<b>\$ 498,261,000</b>	<b>\$ 506,316,000</b>	<b>\$ 514,517,000</b>	<b>\$ 522,860,000</b>	<b>\$ 531,352,000</b>
Fund Balance from Prior Year		69,922,273	54,975,847	35,294,847	34,261,847	53,269,847	89,015,847
Commitments Cancelled		15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
<b>Ending Fund Balance</b>		<b>\$ 54,975,847</b>	<b>\$ 35,294,847</b>	<b>\$ 34,261,847</b>	<b>\$ 53,269,847</b>	<b>\$ 89,015,847</b>	<b>\$ 142,551,847</b>

## Water Fund

PROJECTED REVENUE AND REVENUE REQUIREMENTS (in thousands of dollars)							
Line No.	Description	2018	2019	2020	2021	2022	2023
<b>OPERATING REVENUE</b>							
1	Water Service - Existing Rates	280,852	272,455	270,409	268,152	266,038	263,948
2	Wastewater Service - Existing Rates	430,818	431,108	428,705	425,776	422,912	420,084
3	Total Service Revenue - Existing Rates	711,670	703,564	699,115	693,929	688,950	684,032
Additional Service Revenue Required							
	Year	Percent Increase	Months Effective				
4	FY 2019	1.60%	10	9,204	11,186	11,103	11,023
5	FY 2020	4.50%	10		26,133	31,726	31,499
6	FY 2021	4.50%	10			27,107	32,916
7	FY 2022	6.80%	10				42,497
8	FY 2023	6.80%	10				51,607
9	Total Additional Service Revenue Required		0	9,204	37,319	69,936	117,936
10	Total Water & Wastewater Service Revenue	711,670	712,767	736,434	763,865	806,886	855,603
Other Income (a)							
11	Other Operating Revenue	39,647	16,187	13,008	10,025	9,948	9,871
12	Operating Fund Interest Income	406	364	358	376	398	417
13	Rate Stabilization Interest Income	702	660	601	543	516	508
14	<b>Total Revenues</b>	<b>752,425</b>	<b>729,978</b>	<b>750,401</b>	<b>774,810</b>	<b>817,748</b>	<b>866,398</b>
<b>OPERATING EXPENSES</b>							
15	Water & Wastewater Operations	(277,059)	(291,356)	(299,333)	(307,546)	(315,937)	(324,144)
16	Direct Interdepartmental Charges	(187,059)	(194,488)	(201,202)	(206,874)	(212,835)	(219,307)
17	<b>Total Operating Expenses</b>	<b>(464,118)</b>	<b>(485,844)</b>	<b>(500,535)</b>	<b>(514,420)</b>	<b>(528,771)</b>	<b>(543,451)</b>
<b>NET REVENUES</b>							
18	Transfer From/(To) Rate Stabilization Fund	12,200	11,400	21,200	11,100	3,900	700
19	<b>NET REVENUES (L 14 + L 17 + L 18)</b>	<b>300,508</b>	<b>255,534</b>	<b>271,066</b>	<b>271,490</b>	<b>292,876</b>	<b>323,647</b>
<b>DEBT SERVICE</b>							
Senior Debt Service							
Revenue Bonds							
20	Outstanding Bonds	(199,402)	(167,580)	(155,657)	(128,007)	(121,345)	(117,425)
21	Pennvest Parity Bonds	(11,500)	(11,682)	(11,636)	(11,636)	(11,636)	(11,636)
22	Projected Future Bonds	(9,124)	(20,317)	(41,166)	(69,140)	(92,240)	(119,890)
23	Total Senior Debt Service	(220,026)	(199,579)	(208,458)	(208,783)	(225,221)	(248,951)
24	<b>TOTAL SENIOR DEBT SERVICE COVERAGE (L19/L23)</b>	<b>1.36 x</b>	<b>1.28 x</b>	<b>1.30 x</b>	<b>1.30 x</b>	<b>1.30 x</b>	<b>1.30 x</b>
Subordinate Debt Service							
25	Outstanding General Obligation Bonds	0	0	0	0	0	0
26	Pennvest Subordinate Bonds	0	0	0	0	0	0
27	Total Subordinate Debt Service	0	0	0	0	0	0
28	Transfer to Escrow	(19,000)	0	0	0	0	0
29	Total Debt Service on Bonds Plus Transfer to Escrow	(239,026)	(199,579)	(208,458)	(208,783)	(225,221)	(248,951)
30	<b>CAPITAL ACCOUNT DEPOSIT</b>	<b>(23,061)</b>	<b>(35,767)</b>	<b>(36,983)</b>	<b>(38,241)</b>	<b>(39,541)</b>	<b>(40,885)</b>
31	<b>TOTAL COVERAGE (L19/(L23+L27+L30))</b>	<b>1.23 x</b>	<b>1.08 x</b>	<b>1.10 x</b>	<b>1.09 x</b>	<b>1.10 x</b>	<b>1.11 x</b>

**TABLE 1**  
**(Continued)**

PROJECTED REVENUE AND REVENUE REQUIREMENTS (in thousands of dollars)							
Line No.	Description	2018	2019	2020	2021	2022	2023
<b>RESIDUAL FUND</b>							
32	Beginning of Year Balance	15,065	15,040	15,082	15,061	15,081	15,050
33	Interest Income	54	54	54	54	54	54
	Plus:						
34	End of Year Revenue Fund Balance	38,421	20,188	25,625	24,466	28,115	33,810
35	Deposit for Transfer to City General Fund (b)	756	722	736	751	793	865
	Less:						
36	Transfer to Construction Fund	(38,500)	(20,200)	(25,700)	(24,500)	(28,200)	(33,900)
37	Transfer to City General Fund	(756)	(722)	(736)	(751)	(793)	(865)
	Transfer to Debt Service Reserve Fund	0	0	0	0	0	0
39	End of Year Balance	15,040	15,082	15,061	15,081	15,050	15,015

(a) Includes other operating and nonoperating income, including interest income on funds and accounts transferable to the Revenue Fund.

(b) Transfer of interest earnings from the Debt Reserve Account to the Residual Fund as shown in Line 35 to satisfy the requirements for the Transfer to the City General Fund.

# LONG-TERM OBLIGATIONS

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## Sinking Fund Commission General Fund Operating Budget Estimates FY 2019-2023 Five Year Plan

<u>Description</u>	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>	<u>FY 22</u>	<u>FY 23</u>
<u>Description</u>	<u>Estimate</u>	<u>Estimate</u>	<u>Estimate</u>	<u>Estimate</u>	<u>Estimate</u>	<u>Estimate</u>
<b><u>Purchase of Services - Class 200</u></b>						
Long Term Leases	\$ 138,697,144	\$ 125,536,378	\$ 134,329,061	\$ 139,314,301	\$ 149,548,463	\$ 149,280,955
<b>Total - Class 200</b>	<b>\$ 138,697,144</b>	<b>\$ 125,536,378</b>	<b>\$ 134,329,061</b>	<b>\$ 139,314,301</b>	<b>\$ 149,548,463</b>	<b>\$ 149,280,955</b>
<b><u>Debt Service - Class 700</u></b>						
Interest on City Debt - Long Term	\$ 78,817,395	\$ 78,938,364	\$ 85,250,027	\$ 91,299,209	\$ 99,002,596	\$ 105,706,159
Principal on City Debt - Long Term	70,820,000	82,000,000	84,510,000	88,460,000	103,175,000	109,530,000
Interest on City Debt - Short Term	5,250,000	4,500,000	5,484,973	6,500,000	7,500,000	8,500,000
Sinking Fund Reserve Payments	1,334,675	1,337,262	1,337,800	1,336,287	1,337,725	1,336,856
Commitment Fee Expense	1,000,000	2,520,500	2,119,825	2,313,500	3,496,500	2,496,500
Arbitrage Payments	100,000	200,000	200,000	200,000	200,000	200,000
<b>Total - Class 700</b>	<b>\$ 157,322,070</b>	<b>\$ 169,496,126</b>	<b>\$ 178,902,625</b>	<b>\$ 190,108,996</b>	<b>\$ 214,711,821</b>	<b>\$ 227,769,515</b>
<b>Total - All Classes</b>	<b>\$ 296,019,214</b>	<b>\$ 295,032,504</b>	<b>\$ 313,231,686</b>	<b>\$ 329,423,297</b>	<b>\$ 364,260,284</b>	<b>\$ 377,050,470</b>

# FIVE YEAR OBLIGATION SUMMARY BY DEPARTMENT

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: ART MUSEUM SUBSIDY								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>2,550,000</b>	<b>2,550,000</b>	<b>2,550,000</b>	<b>2,550,000</b>	<b>2,550,000</b>	<b>2,550,000</b>	<b>2,550,000</b>	<b>2,550,000</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: ATWATER KENT MUSEUM								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	248,440	251,897	247,148	248,163	249,412	249,412	249,412	249,412
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>298,440</b>	<b>301,897</b>	<b>297,148</b>	<b>298,163</b>	<b>299,412</b>	<b>299,412</b>	<b>299,412</b>	<b>299,412</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: AUDITING								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	8,055,899	8,426,765	8,173,054	8,370,558	8,393,338	8,393,338	8,393,338	8,393,338
Class 200 - Contracts / Leases	396,681	497,450	497,450	497,450	497,450	497,450	497,450	497,450
Class 300/400 - Supplies, Equipment	24,738	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>8,477,318</b>	<b>8,949,215</b>	<b>8,695,504</b>	<b>8,893,008</b>	<b>8,915,788</b>	<b>8,915,788</b>	<b>8,915,788</b>	<b>8,915,788</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: BOARD OF ETHICS								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	920,605	985,489	963,764	964,792	966,057	966,057	966,057	966,057
Class 200 - Contracts / Leases	22,089	96,000	96,000	96,000	96,000	96,000	96,000	96,000
Class 300/400 - Supplies, Equipment	8,049	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>950,743</b>	<b>1,095,489</b>	<b>1,073,764</b>	<b>1,074,792</b>	<b>1,076,057</b>	<b>1,076,057</b>	<b>1,076,057</b>	<b>1,076,057</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: BOARD OF REVISION OF TAXES								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	898,026	942,999	919,050	935,976	938,345	938,345	938,345	938,345
Class 200 - Contracts / Leases	111,593	90,200	90,200	75,200	75,200	75,200	75,200	75,200
Class 300/400 - Supplies, Equipment	15,146	15,727	15,727	15,727	15,727	15,727	15,727	15,727
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,024,765</b>	<b>1,048,926</b>	<b>1,024,977</b>	<b>1,026,903</b>	<b>1,029,272</b>	<b>1,029,272</b>	<b>1,029,272</b>	<b>1,029,272</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: CITY COMMISSIONERS								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	5,960,120	5,872,200	5,839,015	5,926,203	6,033,444	6,033,444	6,033,444	6,033,444
Class 200 - Contracts / Leases	4,235,156	3,497,350	3,497,350	3,497,350	3,647,350	3,126,350	2,976,350	2,976,350
Class 300/400 - Supplies, Equipment	788,616	541,617	541,617	541,617	572,617	572,617	541,617	541,617
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>10,983,892</b>	<b>9,911,167</b>	<b>9,877,982</b>	<b>9,965,170</b>	<b>10,253,411</b>	<b>9,732,411</b>	<b>9,551,411</b>	<b>9,551,411</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: CITY COUNCIL								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	13,295,341	15,207,111	14,824,858	14,824,858	14,824,858	14,824,858	14,824,858	14,824,858
Class 200 - Contracts / Leases	1,729,341	1,971,885	1,971,885	1,971,885	1,971,885	1,971,885	1,971,885	1,971,885
Class 300/400 - Supplies, Equipment	452,719	528,650	528,650	528,650	528,650	528,650	528,650	528,650
Class 500 - Indemnities / Contributions	127,114	100	100	100	100	100	100	100
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	100	100	100	100	100	100	100
Class 900 - Advances / Misc. Payments	0	100	100	100	100	100	100	100
<b>Total</b>	<b>15,604,515</b>	<b>17,707,946</b>	<b>17,325,693</b>	<b>17,325,693</b>	<b>17,325,693</b>	<b>17,325,693</b>	<b>17,325,693</b>	<b>17,325,693</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: CITY PLANNING								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	2,351,776	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	122,213	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	40,434	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>2,514,423</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: CITY REPRESENTATIVE								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	505,031	601,690	671,438	704,470	705,641	705,641	705,641	705,641
Class 200 - Contracts / Leases	338,647	561,730	487,511	399,779	399,779	399,779	399,779	399,779
Class 300/400 - Supplies, Equipment	15,066	54,000	54,000	54,000	54,000	54,000	54,000	54,000
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>858,744</b>	<b>1,217,420</b>	<b>1,212,949</b>	<b>1,158,249</b>	<b>1,159,420</b>	<b>1,159,420</b>	<b>1,159,420</b>	<b>1,159,420</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: CITY TREASURER								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	979,945	1,062,869	1,038,648	1,046,647	1,049,106	1,049,106	1,049,106	1,049,106
Class 200 - Contracts / Leases	98,140	118,444	109,873	623,444	123,444	123,444	123,444	123,444
Class 300/400 - Supplies, Equipment	14,478	22,224	12,724	22,224	22,224	22,224	22,224	22,224
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,092,563</b>	<b>1,203,537</b>	<b>1,161,245</b>	<b>1,692,315</b>	<b>1,194,774</b>	<b>1,194,774</b>	<b>1,194,774</b>	<b>1,194,774</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: CIVIL SERVICE COMMISSION								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	161,212	166,376	162,437	167,462	168,798	168,798	168,798	168,798
Class 200 - Contracts / Leases	29,500	29,500	29,500	29,500	29,500	29,500	29,500	29,500
Class 300/400 - Supplies, Equipment	200	1,094	1,094	1,094	1,094	1,094	1,094	1,094
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>190,912</b>	<b>196,970</b>	<b>193,031</b>	<b>198,056</b>	<b>199,392</b>	<b>199,392</b>	<b>199,392</b>	<b>199,392</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: CIVIL SERVICE COMMISSION - PROVISIONS FOR FUTURE LABOR AGREEMENTS								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	20,000,000	25,000,000	30,000,000	35,000,000	40,000,000	45,000,000	50,000,000
<b>Total</b>	<b>0</b>	<b>20,000,000</b>	<b>25,000,000</b>	<b>30,000,000</b>	<b>35,000,000</b>	<b>40,000,000</b>	<b>45,000,000</b>	<b>50,000,000</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: COMMERCE								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	2,393,155	2,340,461	2,122,660	2,120,079	2,156,113	2,156,113	2,156,113	2,156,113
Class 200 - Contracts / Leases	2,187,231	2,800,481	2,968,012	3,066,925	2,566,925	2,566,925	2,566,925	2,566,925
Class 300/400 - Supplies, Equipment	18,174	26,654	26,654	26,654	26,654	26,654	26,654	26,654
Class 500 - Indemnities / Contributions	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>5,098,560</b>	<b>5,667,596</b>	<b>5,617,326</b>	<b>5,713,658</b>	<b>5,249,692</b>	<b>5,249,692</b>	<b>5,249,692</b>	<b>5,249,692</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: COMMERCE - CONVENTION CENTER SUBSIDY								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: COMMERCE - ECONOMIC STIMULUS								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	3,354,448	2,794,448	2,854,448	2,397,004	5,597,004	2,597,004	2,597,004	2,597,004
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>3,354,448</b>	<b>2,794,448</b>	<b>2,854,448</b>	<b>2,397,004</b>	<b>5,597,004</b>	<b>2,597,004</b>	<b>2,597,004</b>	<b>2,597,004</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: DISTRICT ATTORNEY								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	32,689,069	34,686,670	34,075,547	34,668,476	34,353,772	34,353,772	34,353,772	34,353,772
Class 200 - Contracts / Leases	2,394,931	2,594,296	2,719,296	2,994,296	2,867,172	2,867,172	2,867,172	2,867,172
Class 300/400 - Supplies, Equipment	546,153	529,521	529,521	529,521	525,021	525,021	525,021	525,021
Class 500 - Indemnities / Contributions	627,500	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>36,257,653</b>	<b>37,810,487</b>	<b>37,324,364</b>	<b>38,192,293</b>	<b>37,745,965</b>	<b>37,745,965</b>	<b>37,745,965</b>	<b>37,745,965</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: FINANCE								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	6,669,543	7,328,177	7,024,765	7,765,535	8,104,338	8,104,338	8,104,338	8,104,338
Class 200 - Contracts / Leases	2,526,699	3,029,912	3,029,912	3,029,912	3,029,912	3,029,912	3,029,912	3,029,912
Class 300/400 - Supplies, Equipment	76,945	103,109	103,109	103,109	103,109	103,109	103,109	103,109
Class 500 - Indemnities / Contributions	3,209,808	4,400,000	4,400,000	3,540,000	3,510,000	3,510,000	2,560,000	3,510,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	50,893,000	50,893,000	53,573,000	55,108,000	56,705,000	58,356,000	58,356,000
<b>Total</b>	<b>12,482,995</b>	<b>65,754,198</b>	<b>65,450,786</b>	<b>68,011,556</b>	<b>69,855,359</b>	<b>71,452,359</b>	<b>72,153,359</b>	<b>73,103,359</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: FINANCE-DISABILITY-REG #32 PAYROLL								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	1,987,825	0	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,987,825</b>	<b>0</b>	<b>2,650,000</b>	<b>2,650,000</b>	<b>2,650,000</b>	<b>2,650,000</b>	<b>2,650,000</b>	<b>2,650,000</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: FINANCE - COMMUNITY COLLEGE SUBSIDY								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	29,909,207	30,409,207	30,409,207	31,909,207	31,109,207	31,109,207	31,109,207	31,109,207
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>29,909,207</b>	<b>30,409,207</b>	<b>30,409,207</b>	<b>31,909,207</b>	<b>31,109,207</b>	<b>31,109,207</b>	<b>31,109,207</b>	<b>31,109,207</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: Finance - Employee Benefits								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Unemployment Comp. (0196)	1,970,599	4,080,260	4,080,260	4,080,260	4,080,260	4,080,260	4,080,260	4,080,260
Employee Disability (0187,0188)	56,192,257	67,087,798	64,437,798	61,799,849	64,012,282	66,321,451	68,731,775	71,247,883
Pension (0191)	536,570,498	544,877,667	544,877,667	561,946,385	581,498,441	591,732,141	601,957,594	611,267,705
Pension Obligation Bonds (0190)	109,480,673	111,330,520	111,330,520	110,077,649	110,077,649	110,077,649	110,077,649	110,077,649
FICA (0189,0192)	75,096,960	76,057,992	76,057,992	78,631,100	80,083,641	80,109,577	80,127,936	80,127,936
Health / Medical (0193)	429,069,103	466,427,163	457,526,858	473,700,702	497,012,911	521,898,241	548,466,106	576,833,505
Life (0194)	7,986,237	8,100,386	8,100,386	8,350,386	8,350,386	8,350,386	8,350,386	8,350,386
Group Legal (0195)	4,639,379	4,849,842	4,849,842	4,849,842	4,849,842	4,849,842	4,849,842	4,849,842
Tool Allowance (0197)	124,000	146,267	146,267	146,267	146,267	146,267	146,267	146,267
Flex Cash Payments (0186)	599,546	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Pension Relief - Sales Tax (0191)	19,177,417	24,041,450	27,226,166	48,262,124	54,181,070	59,697,603	64,994,484	70,317,157
Pension - Plan 10 (0198)	81,476	0	0	0	0	0	0	0
<b>Total</b>	<b>1,240,988,145</b>	<b>1,307,799,345</b>	<b>1,299,433,756</b>	<b>1,352,644,564</b>	<b>1,405,092,749</b>	<b>1,448,063,417</b>	<b>1,492,582,299</b>	<b>1,538,098,590</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: FINANCE - HERO AWARDS								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	15,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>15,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: FINANCE - INDEMNITIES								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	44,920,000	44,920,000	45,780,000	46,840,000	47,930,000	49,030,000	50,170,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	0	44,920,000	44,920,000	45,780,000	46,840,000	47,930,000	49,030,000	50,170,000

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: FINANCE - REFUNDS								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: FINANCE - SCHOOL DISTRICT CONTRIBUTION								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	104,263,617	104,348,281	104,348,281	176,164,367	205,594,380	236,692,435	251,955,037	255,973,545
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	104,263,617	104,348,281	104,348,281	176,164,367	205,594,380	236,692,435	251,955,037	255,973,545

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: FINANCE - WITNESS FEES								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	107,655	171,518	171,518	171,518	171,518	171,518	171,518	171,518
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>107,655</b>	<b>171,518</b>	<b>171,518</b>	<b>171,518</b>	<b>171,518</b>	<b>171,518</b>	<b>171,518</b>	<b>171,518</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: FIRE								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	214,434,520	225,242,832	234,914,037	244,939,864	244,974,137	245,503,992	245,871,432	245,871,432
Class 200 - Contracts / Leases	6,118,888	5,789,667	6,289,667	6,046,121	6,048,697	6,051,402	6,054,243	6,054,243
Class 300/400 - Supplies, Equipment	7,543,669	8,541,535	8,541,535	8,259,314	7,672,914	7,672,914	7,672,914	7,672,914
Class 500 - Indemnities / Contributions	560,829	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	7,617,000	7,972,000	7,972,000	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>236,274,906</b>	<b>247,546,034</b>	<b>257,717,239</b>	<b>259,245,299</b>	<b>258,695,748</b>	<b>259,228,308</b>	<b>259,598,589</b>	<b>259,598,589</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: FIRST JUDICIAL DISTRICT								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	94,649,818	99,505,601	97,561,721	99,194,666	99,265,938	99,265,938	99,265,938	99,265,938
Class 200 - Contracts / Leases	12,062,881	9,545,039	9,545,039	8,130,039	8,130,039	8,130,039	8,130,039	8,130,039
Class 300/400 - Supplies, Equipment	2,386,567	2,391,868	2,391,868	2,231,868	2,231,868	2,231,868	2,231,868	2,231,868
Class 500 - Indemnities / Contributions	21,587	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>109,120,853</b>	<b>111,442,508</b>	<b>109,498,628</b>	<b>109,556,573</b>	<b>109,627,845</b>	<b>109,627,845</b>	<b>109,627,845</b>	<b>109,627,845</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: FLEET MANAGEMENT								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	16,491,089	18,009,259	17,993,069	18,539,450	18,956,486	18,956,486	18,956,486	18,956,486
Class 200 - Contracts / Leases	5,100,079	5,104,396	5,104,396	5,104,396	5,104,396	5,104,396	5,104,396	5,104,396
Class 300/400 - Supplies, Equipment	20,222,507	26,463,211	25,772,787	25,418,211	26,463,211	26,463,211	26,463,211	26,463,211
Class 500 - Indemnities / Contributions	10,912	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>41,824,587</b>	<b>49,576,866</b>	<b>48,870,252</b>	<b>49,062,057</b>	<b>50,524,093</b>	<b>50,524,093</b>	<b>50,524,093</b>	<b>50,524,093</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: FLEET MANAGEMENT - VEHICLE LEASE/PURCHASE								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	4,474,208	4,500,000	4,500,000	0	0	0	0	0
Class 300/400 - Supplies, Equipment	14,519,834	9,465,000	11,547,739	14,797,739	14,797,739	14,797,739	14,797,739	14,797,739
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>18,994,042</b>	<b>13,965,000</b>	<b>16,047,739</b>	<b>14,797,739</b>	<b>14,797,739</b>	<b>14,797,739</b>	<b>14,797,739</b>	<b>14,797,739</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: FREE LIBRARY								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	35,905,717	36,310,826	36,145,294	36,659,781	37,109,637	37,109,637	37,109,637	37,109,637
Class 200 - Contracts / Leases	2,323,662	2,324,077	2,154,077	2,324,077	2,324,077	2,324,077	2,324,077	2,324,077
Class 300/400 - Supplies, Equipment	2,200,968	2,302,659	2,302,659	2,302,659	2,302,659	2,302,659	2,302,659	2,302,659
Class 500 - Indemnities / Contributions	40,560	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>40,470,907</b>	<b>40,937,562</b>	<b>40,602,030</b>	<b>41,286,517</b>	<b>41,736,373</b>	<b>41,736,373</b>	<b>41,736,373</b>	<b>41,736,373</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: HISTORICAL COMMISSION								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	400,662	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>400,662</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: HUMAN RELATIONS COMMISSION								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	1,949,691	2,141,591	2,107,182	2,139,648	2,144,174	2,144,174	2,144,174	2,144,174
Class 200 - Contracts / Leases	42,562	34,657	34,657	34,657	34,657	34,657	34,657	34,657
Class 300/400 - Supplies, Equipment	11,748	28,031	12,731	28,031	28,031	28,031	28,031	28,031
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>2,004,001</b>	<b>2,204,279</b>	<b>2,154,570</b>	<b>2,202,336</b>	<b>2,206,862</b>	<b>2,206,862</b>	<b>2,206,862</b>	<b>2,206,862</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: HUMAN SERVICES								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	26,260,507	30,720,570	30,720,570	27,246,823	27,546,449	27,546,449	27,546,449	27,546,449
Class 200 - Contracts / Leases	75,660,368	77,424,027	76,327,265	82,606,805	83,260,497	83,914,188	84,445,313	84,445,313
Class 300/400 - Supplies, Equipment	773,089	890,933	1,987,695	2,069,970	2,069,970	2,069,970	2,069,970	2,069,970
Class 500 - Indemnities / Contributions	352,657	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>103,046,621</b>	<b>109,035,530</b>	<b>109,035,530</b>	<b>111,923,598</b>	<b>112,876,916</b>	<b>113,530,607</b>	<b>114,061,732</b>	<b>114,061,732</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: LABOR								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	919,175	1,588,459	1,529,661	1,562,009	1,562,009	1,562,009	1,562,009	1,562,009
Class 200 - Contracts / Leases	8,992	17,277	17,277	17,277	17,277	17,277	17,277	17,277
Class 300/400 - Supplies, Equipment	9,317	11,660	11,660	11,660	11,660	11,660	11,660	11,660
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	937,484	1,617,396	1,558,598	1,590,946	1,590,946	1,590,946	1,590,946	1,590,946

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: LAW								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	8,085,037	8,484,481	8,411,840	8,663,318	8,683,585	8,683,585	8,683,585	8,683,585
Class 200 - Contracts / Leases	7,887,866	7,010,034	6,579,170	6,579,170	6,870,034	6,870,034	6,870,034	6,870,034
Class 300/400 - Supplies, Equipment	241,490	248,676	224,676	248,676	248,676	248,676	248,676	248,676
Class 500 - Indemnities / Contributions	251,339	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	16,465,732	15,743,191	15,215,686	15,491,164	15,802,295	15,802,295	15,802,295	15,802,295

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: LICENSES AND INSPECTIONS								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	19,578,047	23,019,730	22,472,640	23,144,341	23,452,412	23,452,412	23,452,412	23,452,412
Class 200 - Contracts / Leases	12,011,932	11,823,061	11,593,129	13,579,060	13,579,060	13,579,060	13,579,060	13,579,060
Class 300/400 - Supplies, Equipment	1,201,494	912,475	1,362,475	784,475	784,475	784,475	784,475	784,475
Class 500 - Indemnities / Contributions	121,191	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	32,913,392	35,755,266	35,428,244	37,507,876	37,815,947	37,815,947	37,815,947	37,815,947

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: L+I - BOARD OF BUILDING STANDARDS								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	69,683	75,419	73,911	75,419	75,419	75,419	75,419	75,419
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>69,683</b>	<b>75,419</b>	<b>73,911</b>	<b>75,419</b>	<b>75,419</b>	<b>75,419</b>	<b>75,419</b>	<b>75,419</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: L+I - BOARD OF L+I REVIEW								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	148,864	161,349	157,913	162,284	163,434	163,434	163,434	163,434
Class 200 - Contracts / Leases	9,000	10,436	10,436	10,436	10,436	10,436	10,436	10,436
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>157,864</b>	<b>171,785</b>	<b>168,349</b>	<b>172,720</b>	<b>173,870</b>	<b>173,870</b>	<b>173,870</b>	<b>173,870</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: L+I - ZONING BOARD OF ADJUSTMENT								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	320,504	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	24,000	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>344,504</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: MANAGING DIRECTOR								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	18,885,758	20,231,006	19,630,935	20,342,262	20,342,669	20,323,595	20,323,595	20,323,595
Class 200 - Contracts / Leases	18,954,340	19,287,351	22,140,198	23,055,912	23,038,223	22,962,751	22,962,751	22,962,751
Class 300/400 - Supplies, Equipment	782,807	767,479	821,479	1,142,963	870,981	870,981	870,981	870,981
Class 500 - Indemnities / Contributions	76,839	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>38,699,744</b>	<b>40,285,836</b>	<b>42,592,612</b>	<b>44,541,137</b>	<b>44,251,873</b>	<b>44,157,327</b>	<b>44,157,327</b>	<b>44,157,327</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: MANAGING DIRECTOR - LEGAL SERVICES								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	46,490,832	48,414,381	48,824,041	49,025,841	48,089,541	48,089,541	48,089,541	48,089,541
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>46,490,832</b>	<b>48,414,381</b>	<b>48,824,041</b>	<b>49,025,841</b>	<b>48,089,541</b>	<b>48,089,541</b>	<b>48,089,541</b>	<b>48,089,541</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: MAYOR								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	3,647,357	3,835,550	3,677,406	4,492,862	4,492,862	4,492,862	4,492,862	4,492,862
Class 200 - Contracts / Leases	432,113	743,046	693,046	657,465	657,465	657,465	657,465	657,465
Class 300/400 - Supplies, Equipment	27,973	55,545	55,545	27,841	27,841	27,841	27,841	27,841
Class 500 - Indemnities / Contributions	699,793	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>4,807,236</b>	<b>4,634,141</b>	<b>4,425,997</b>	<b>5,178,168</b>	<b>5,178,168</b>	<b>5,178,168</b>	<b>5,178,168</b>	<b>5,178,168</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: MAYOR - SCHOLARSHIPS								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: MAYOR'S OFFICE OF COMMUNITY EMPOWERMENT & OPPORTUNITY								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	90,000	230,000	228,000	90,000	90,000	90,000	90,000	90,000
Class 200 - Contracts / Leases	588,847	1,445,000	1,913,500	500,000	500,000	500,000	500,000	500,000
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	500	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	679,347	1,675,000	2,141,500	590,000	590,000	590,000	590,000	590,000

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: MURAL ARTS PROGRAM								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	528,228	548,987	533,401	583,401	583,401	583,401	583,401	583,401
Class 200 - Contracts / Leases	1,145,615	1,375,615	1,375,615	1,375,615	1,375,615	1,375,615	1,375,615	1,375,615
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	1,673,843	1,924,602	1,909,016	1,959,016	1,959,016	1,959,016	1,959,016	1,959,016

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: OFFICE OF ARTS AND CULTURE AND THE CREATIVE ECONOMY								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	236,770	319,878	291,968	312,767	312,767	312,767	312,767	312,767
Class 200 - Contracts / Leases	524,842	482,400	482,400	482,400	482,400	482,400	482,400	482,400
Class 300/400 - Supplies, Equipment	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Class 500 - Indemnities / Contributions	3,370,688	3,370,688	3,370,688	3,370,688	3,370,688	3,370,688	3,370,688	3,370,688
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	4,139,300	4,179,966	4,152,056	4,172,855	4,172,855	4,172,855	4,172,855	4,172,855

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: OFFICE OF BEHAVIORAL HEALTH AND INTELLECTUAL DISABILITY								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	1,006,269	1,093,064	1,074,894	1,076,779	1,079,098	1,079,098	1,079,098	1,079,098
Class 200 - Contracts / Leases	13,125,510	13,125,510	13,125,510	13,125,510	13,125,510	13,125,510	13,125,510	13,125,510
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	14,131,779	14,218,574	14,200,404	14,202,289	14,204,608	14,204,608	14,204,608	14,204,608

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	3,830,324	4,084,873	3,997,741	4,137,615	4,172,154	4,172,154	4,112,154	4,052,154
Class 200 - Contracts / Leases	1,591,592	1,652,049	4,127,049	2,015,049	1,955,049	1,720,049	1,720,049	1,720,049
Class 300/400 - Supplies, Equipment	15,807	16,665	16,665	16,665	16,665	16,665	16,665	16,665
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	5,437,723	5,753,587	8,141,455	6,169,329	6,143,868	5,908,868	5,848,868	5,788,868

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: OFFICE OF EDUCATION								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	1,933,963	2,679,927	2,592,084	2,592,084	2,909,084	3,099,084	3,301,084	3,431,084
Class 200 - Contracts / Leases	11,924,801	39,407,000	20,454,045	21,711,818	45,794,425	55,677,987	65,566,551	70,474,407
Class 300/400 - Supplies, Equipment	17,602	364,750	45,550	45,550	45,550	45,550	50,550	50,550
Class 500 - Indemnities / Contributions	0	100,000	100,000	100,000	115,000	130,000	150,000	165,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>13,876,366</b>	<b>42,551,677</b>	<b>23,191,679</b>	<b>24,449,452</b>	<b>48,864,059</b>	<b>58,952,621</b>	<b>69,068,185</b>	<b>74,121,041</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: OFFICE OF HOMELESS SERVICES								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	8,491,983	8,802,194	8,766,821	8,830,135	8,908,011	8,908,011	8,908,011	8,908,011
Class 200 - Contracts / Leases	37,992,506	39,069,215	38,869,215	41,904,815	41,904,815	40,804,815	40,804,815	40,804,815
Class 300/400 - Supplies, Equipment	268,281	344,127	344,127	344,127	344,127	344,127	344,127	344,127
Class 500 - Indemnities / Contributions	31,748	32,421	32,421	32,421	32,421	32,421	32,421	32,421
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>46,784,518</b>	<b>48,247,957</b>	<b>48,012,584</b>	<b>51,111,498</b>	<b>51,189,374</b>	<b>50,089,374</b>	<b>50,089,374</b>	<b>50,089,374</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	3,365,000	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	8,000	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>3,373,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: OFFICE OF HUMAN RESOURCES								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	5,327,367	4,983,106	4,839,227	5,035,367	5,116,233	5,116,233	5,116,233	5,116,233
Class 200 - Contracts / Leases	807,680	959,070	959,070	1,239,070	1,159,070	1,159,070	1,159,070	1,159,070
Class 300/400 - Supplies, Equipment	53,849	69,432	69,432	69,432	69,432	69,432	69,432	69,432
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>6,188,896</b>	<b>6,011,608</b>	<b>5,867,729</b>	<b>6,343,869</b>	<b>6,344,735</b>	<b>6,344,735</b>	<b>6,344,735</b>	<b>6,344,735</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: OFFICE OF INNOVATION AND TECHNOLOGY								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	19,568,493	20,122,309	19,674,017	19,856,817	19,910,013	19,910,013	19,910,013	19,910,013
Class 200 - Contracts / Leases	33,370,635	37,751,295	37,288,465	40,300,610	41,040,345	43,426,974	43,588,945	47,795,426
Class 300/400 - Supplies, Equipment	3,519,730	5,267,890	4,867,890	6,334,500	11,020,426	9,247,343	6,530,905	6,530,905
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>56,458,858</b>	<b>63,141,494</b>	<b>61,830,372</b>	<b>66,491,927</b>	<b>71,970,784</b>	<b>72,584,330</b>	<b>70,029,863</b>	<b>74,236,344</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: OFFICE OF INNOVATION AND TECHNOLOGY - 911								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	306,800	896,694	970,800	960,906	960,906	960,906	960,906	960,906
Class 200 - Contracts / Leases	13,627,225	15,376,662	15,376,662	26,354,703	15,662,180	14,159,009	15,237,321	15,237,321
Class 300/400 - Supplies, Equipment	6,519,712	4,322,658	4,322,658	8,064,399	8,064,399	8,064,399	8,064,399	8,064,399
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>20,453,737</b>	<b>20,596,014</b>	<b>20,670,120</b>	<b>35,380,008</b>	<b>24,687,485</b>	<b>23,184,314</b>	<b>24,262,626</b>	<b>24,262,626</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: OFFICE OF THE INSPECTOR GENERAL								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	1,355,599	1,444,811	1,533,111	1,533,111	1,533,111	1,533,111	1,533,111	1,533,111
Class 200 - Contracts / Leases	122,322	197,975	97,975	97,975	97,975	97,975	97,975	97,975
Class 300/400 - Supplies, Equipment	5,181	5,225	5,225	5,225	5,225	5,225	5,225	5,225
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,483,102</b>	<b>1,648,011</b>	<b>1,636,311</b>	<b>1,636,311</b>	<b>1,636,311</b>	<b>1,636,311</b>	<b>1,636,311</b>	<b>1,636,311</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: MAYOR- PLANNING AND DEVELOPMENT								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	450,687	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	24,535	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	51,305	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	450,000	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>976,527</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: OFFICE OF PROPERTY ASSESSMENT								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	11,324,075	11,313,100	11,483,381	11,890,699	11,951,360	11,951,360	11,951,360	11,951,360
Class 200 - Contracts / Leases	1,123,780	1,828,126	1,693,126	1,903,126	1,903,126	1,578,126	1,578,126	1,578,126
Class 300/400 - Supplies, Equipment	246,522	782,600	639,123	822,600	787,600	787,600	787,600	787,600
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>12,694,377</b>	<b>13,923,826</b>	<b>13,815,630</b>	<b>14,616,425</b>	<b>14,642,086</b>	<b>14,317,086</b>	<b>14,317,086</b>	<b>14,317,086</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: OFFICE OF SUSTAINABILITY								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	513,653	557,790	518,596	537,979	537,979	537,979	537,979	537,979
Class 200 - Contracts / Leases	273,505	393,508	393,508	393,508	393,508	393,508	393,508	393,508
Class 300/400 - Supplies, Equipment	13,782	17,840	17,840	17,840	17,840	17,840	17,840	17,840
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds		0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments		0	0	0	0	0	0	0
<b>Total</b>	800,940	969,138	929,944	949,327	949,327	949,327	949,327	949,327

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: PARKS AND RECREATION								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	43,978,477	46,948,421	46,383,861	49,347,561	49,806,187	49,806,187	49,806,187	49,806,187
Class 200 - Contracts / Leases	9,380,888	9,401,490	9,401,490	9,416,490	9,416,490	9,416,490	9,416,490	9,416,490
Class 300/400 - Supplies, Equipment	2,729,342	2,735,630	2,626,060	2,750,630	2,740,630	2,740,630	2,740,630	2,740,630
Class 500 - Indemnities / Contributions	5,045,402	2,647,500	2,647,500	2,647,500	2,647,500	2,647,500	2,647,500	2,647,500
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	1,550,000	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	61,134,109	61,733,041	61,058,911	65,712,181	64,610,807	64,610,807	64,610,807	64,610,807

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: PLANNING & DEVELOPMENT (OHCD, L&I-ZBA, Hist. Comm., City Planning Comm., Mayor-P&D)								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	0	3,899,308	4,050,650	4,676,095	4,657,920	4,657,920	4,657,920	4,657,920
Class 200 - Contracts / Leases	0	3,345,113	3,201,113	3,366,113	3,119,113	3,119,113	3,119,113	3,119,113
Class 300/400 - Supplies, Equipment	0	101,461	167,543	101,461	101,461	101,461	101,461	101,461
Class 500 - Indemnities / Contributions	0	850,000	1,350,000	4,168,000	350,000	350,000	350,000	350,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	0	8,195,882	8,769,306	12,311,669	8,228,494	8,228,494	8,228,494	8,228,494

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: POLICE								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	631,459,043	631,372,338	670,608,411	688,759,185	712,976,001	712,976,001	712,976,001	712,976,001
Class 200 - Contracts / Leases	7,425,914	7,462,807	7,462,807	7,462,807	7,462,807	7,462,807	7,462,807	7,462,807
Class 300/400 - Supplies, Equipment	12,516,712	13,270,952	13,270,952	13,270,952	13,270,952	13,270,952	13,270,952	13,270,952
Class 500 - Indemnities / Contributions	14,874,051	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>666,275,720</b>	<b>652,106,097</b>	<b>691,342,170</b>	<b>709,492,944</b>	<b>733,709,760</b>	<b>733,709,760</b>	<b>733,709,760</b>	<b>733,709,760</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: PRISONS								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	148,514,858	147,427,858	148,391,554	147,430,918	147,479,335	147,479,335	147,479,335	147,479,335
Class 200 - Contracts / Leases	105,330,348	105,455,001	104,455,001	102,865,387	102,865,387	102,865,387	102,865,387	102,865,387
Class 300/400 - Supplies, Equipment	4,773,561	4,773,744	4,773,744	4,773,744	4,773,744	4,773,744	4,773,744	4,773,744
Class 500 - Indemnities / Contributions	2,273,324	1,301,757	1,301,757	1,301,757	1,301,757	1,301,757	1,301,757	1,301,757
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>260,892,091</b>	<b>258,958,360</b>	<b>258,922,056</b>	<b>256,371,806</b>	<b>256,420,223</b>	<b>256,420,223</b>	<b>256,420,223</b>	<b>256,420,223</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: PROCUREMENT								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	2,420,035	2,566,732	2,530,524	2,573,121	2,598,765	2,598,765	2,598,765	2,598,765
Class 200 - Contracts / Leases	2,333,751	2,316,267	2,309,267	2,316,267	2,316,267	2,316,267	2,316,267	2,316,267
Class 300/400 - Supplies, Equipment	48,914	49,054	41,554	49,054	49,054	49,054	49,054	49,054
Class 500 - Indemnities / Contributions	1,125	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>4,803,825</b>	<b>4,932,053</b>	<b>4,881,345</b>	<b>4,938,442</b>	<b>4,964,086</b>	<b>4,964,086</b>	<b>4,964,086</b>	<b>4,964,086</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: PUBLIC HEALTH								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	51,023,872	54,454,436	54,417,831	54,853,461	55,432,650	55,456,282	55,480,624	55,480,624
Class 200 - Contracts / Leases	70,730,733	73,897,713	73,897,713	92,882,896	93,054,157	92,798,474	92,835,881	92,785,881
Class 300/400 - Supplies, Equipment	5,449,070	7,509,918	7,509,918	8,397,518	6,984,318	6,984,318	6,984,318	6,984,318
Class 500 - Indemnities / Contributions	270,408	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	5,500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>132,974,083</b>	<b>136,362,067</b>	<b>136,325,462</b>	<b>156,633,875</b>	<b>155,971,125</b>	<b>155,739,074</b>	<b>155,800,823</b>	<b>155,750,823</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: PUBLIC PROPERTY								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	8,654,937	8,547,886	8,328,751	8,659,293	8,819,860	8,819,860	8,819,860	8,819,860
Class 200 - Contracts / Leases	29,694,728	28,008,008	27,958,767	30,163,278	30,524,558	30,975,698	31,440,372	31,918,986
Class 300/400 - Supplies, Equipment	1,314,120	1,338,535	1,338,535	1,338,535	1,338,535	1,338,535	1,338,535	1,338,535
Class 500 - Indemnities / Contributions	1,114,758	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	23,162,734	27,554,294	27,554,294	27,678,994	28,908,593	30,192,459	31,544,845	32,746,071
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>63,941,277</b>	<b>65,448,723</b>	<b>65,180,347</b>	<b>67,840,100</b>	<b>69,591,546</b>	<b>71,326,552</b>	<b>73,143,612</b>	<b>74,823,452</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: PUBLIC PROPERTY - SEPTA SUBSIDY								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	79,720,000	82,749,000	82,749,000	84,776,000	87,859,000	91,327,000	94,540,000	98,299,000
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>79,720,000</b>	<b>82,749,000</b>	<b>82,749,000</b>	<b>84,776,000</b>	<b>87,859,000</b>	<b>91,327,000</b>	<b>94,540,000</b>	<b>98,299,000</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: PUBLIC PROPERTY - SPACE RENTALS								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	19,816,086	20,950,268	24,450,268	22,457,948	21,860,396	22,138,884	22,389,486	22,792,563
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>19,816,086</b>	<b>20,950,268</b>	<b>24,450,268</b>	<b>22,457,948</b>	<b>21,860,396</b>	<b>22,138,884</b>	<b>22,389,486</b>	<b>22,792,563</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: PUBLIC PROPERTY - UTILITIES								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	29,294,870	24,655,024	24,655,024	25,008,269	25,652,953	26,514,416	27,404,881	28,325,325
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>29,294,870</b>	<b>24,655,024</b>	<b>24,655,024</b>	<b>25,008,269</b>	<b>25,652,953</b>	<b>26,514,416</b>	<b>27,404,881</b>	<b>28,325,325</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: RECORDS								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	2,822,489	3,194,935	3,187,677	3,084,514	3,140,468	3,140,468	3,140,468	3,140,468
Class 200 - Contracts / Leases	1,472,961	1,538,779	1,441,200	1,538,779	1,538,779	1,538,779	1,538,779	1,538,779
Class 300/400 - Supplies, Equipment	142,539	143,758	143,758	143,758	143,758	143,758	143,758	143,758
Class 500 - Indemnities / Contributions	1,450	1,456	1,456	1,456	1,456	1,456	1,456	1,456
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>4,439,439</b>	<b>4,878,928</b>	<b>4,774,091</b>	<b>4,768,507</b>	<b>4,824,461</b>	<b>4,824,461</b>	<b>4,824,461</b>	<b>4,824,461</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: REGISTER OF WILLS								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	3,842,824	3,979,046	3,975,157	3,975,157	3,975,157	3,975,157	3,975,157	3,975,157
Class 200 - Contracts / Leases	48,971	75,486	75,486	75,486	75,486	75,486	75,486	75,486
Class 300/400 - Supplies, Equipment	24,629	189,750	189,750	189,750	189,750	189,750	189,750	189,750
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>3,916,424</b>	<b>4,244,282</b>	<b>4,240,393</b>	<b>4,240,393</b>	<b>4,240,393</b>	<b>4,240,393</b>	<b>4,240,393</b>	<b>4,240,393</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: REVENUE								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	20,417,912	22,231,193	21,933,221	22,156,816	22,401,088	22,401,088	22,401,088	22,401,088
Class 200 - Contracts / Leases	7,971,138	7,350,349	7,200,349	7,630,749	7,132,749	7,132,749	7,132,749	7,132,749
Class 300/400 - Supplies, Equipment	767,395	910,976	910,976	919,976	914,976	914,976	914,976	914,976
Class 500 - Indemnities / Contributions	4,000	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>29,160,445</b>	<b>30,492,518</b>	<b>30,044,546</b>	<b>30,707,541</b>	<b>30,448,813</b>	<b>30,448,813</b>	<b>30,448,813</b>	<b>30,448,813</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: SHERIFF								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	25,144,829	21,522,650	23,924,937	22,933,165	22,943,285	22,943,285	22,943,285	22,943,285
Class 200 - Contracts / Leases	715,006	1,105,267	1,105,267	1,105,267	1,105,267	1,105,267	1,105,267	1,105,267
Class 300/400 - Supplies, Equipment	389,946	443,907	443,907	443,907	443,907	443,907	443,907	443,907
Class 500 - Indemnities / Contributions	138,618	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>26,388,399</b>	<b>23,071,824</b>	<b>25,474,111</b>	<b>24,482,339</b>	<b>24,492,459</b>	<b>24,492,459</b>	<b>24,492,459</b>	<b>24,492,459</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: SINKING FUND COMMISSION (DEBT SERVICE)								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	97,474,248	138,697,144	138,697,144	125,536,378	134,329,061	139,314,301	149,548,463	149,280,955
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	140,892,996	157,322,070	157,322,070	169,496,126	178,902,625	190,108,996	214,711,821	227,769,515
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>238,367,244</b>	<b>296,019,214</b>	<b>296,019,214</b>	<b>295,032,504</b>	<b>313,231,686</b>	<b>329,423,297</b>	<b>364,260,284</b>	<b>377,050,470</b>

City of Philadelphia General Fund FY 2019 - 2023 Five Year Financial Plan Master Schedule								
Department: STREETS								
Expenditure Class	FY17 Actual	FY18 Adopted Budget	FY18 Current Target	FY19 Estimate	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate
Class 100 - Wages	76,897,341	78,481,768	78,451,856	84,297,081	86,661,600	87,248,849	87,248,849	87,836,098
Class 200 - Contracts / Leases	46,172,360	49,726,261	48,626,261	49,988,914	51,287,669	52,102,882	52,894,654	53,703,341
Class 300/400 - Supplies, Equipment	3,610,624	9,071,224	9,071,224	8,317,104	7,704,196	7,076,947	7,076,947	6,489,698
Class 500 - Indemnities / Contributions	15,386,277	53,171	53,171	53,171	53,171	53,171	53,171	53,171
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	213,764	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>142,280,366</b>	<b>137,332,424</b>	<b>136,202,512</b>	<b>142,656,270</b>	<b>145,706,636</b>	<b>146,481,849</b>	<b>147,273,621</b>	<b>148,082,308</b>

# CAPITAL FUNDING CODES

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## **Funding Source Codes—City Sources**

City sources identified with the prefix “C” represent tax-supported funding. The prefix “X” represents self-sustaining City amounts – projects that generate sufficient revenue from user charges to cover their debt service.

**CN, XN** – New loans are financed either through tax-supported general obligation bonds (CN) or through revenue bonds (XN).

**CT, XT** – Carried-Forward Loans are funds for the same or equivalent project carried forward from FY2014 to FY2015.

**CR, XR** – Operating Revenue appropriated to the Capital Budget from the Operating Budget.

**CA** – Prefinanced Loans are funds that the electorate or City Council has already authorized.

**A** – Previously Authorized PICA Funds are provided through loans obtained on behalf of the City by the Pennsylvania Intergovernmental Cooperation Authority (PICA).

**Z** – Revolving Funds are replenished through proceeds from the sale of property acquired in the past through the use of Capital funds.

## **Funding Source Codes—Non-City Sources**

For the non-City funding sources listed below, the suffix “B”—Budget—represents funds that are appropriated in the Capital Budget and for which the City will be responsible for accounting and spending. The suffix “O”—Off-Budget—is used for amounts that are not appropriated in the Capital Budget, but rather are the responsibility of other agencies, such as SEPTA, to budget and spend. These funds are shown in the Capital Program in order to provide complete information on the scope and cost of City-supported projects. The suffix “T” represents funds for the same or equivalent project carried forward from FY2014 to FY2015.

**FB, FO, FT** – Federal sources.

**PB, PT** – Private sources.

**SB, SO, ST** – State sources.

**TO, TT** – Other Governments and Agencies include SEPTA, adjacent counties and townships, and proceeds from the bonds of quasi-public authorities.

## **SIX YEAR CAPITAL PROGRAM**

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## SOURCES OF FUNDS

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>City Funds-Tax Supported</b>							
CT	Carried Forward Loans	444,508					444,508
CR	Operating Revenue	39,436	12,000	12,000	12,000	12,000	99,436
CN	New Loans	171,730	213,875	179,257	178,830	163,796	128,372
CA	Prefinanced Loans	10,797					10,797
A	PICA Prefinanced Loans	4,004					4,004
<b>City Funds-Self Sustaining</b>							
XT	Self Sustaining Carry Forward Loans	359,101					359,101
XR	Self Sustaining Operating Revenue	136,187	38,781	52,888	59,388	58,854	59,557
XN	Self Sustaining New Loans	736,214	748,841	775,482	771,978	778,809	784,701
<b>Other City Funds</b>							
Z	Revolving Funds	13,000	11,000	11,000	11,000	11,000	68,000
<b>Other Than City Funds</b>							
TT	Carried Forward Other Govt	6,584					6,584
TO	Other Governments Off Budget	1,060	1,431	1,421	1,315	1,422	1,493
TB	Other Governments/Agencies	1,500	500	200	200	200	2,800
ST	Carried Forward State	189,823					189,823
SO	State Off Budget	179,719	209,756	195,147	193,677	200,226	203,637
SB	State	32,500	42,825	31,429	25,948	31,454	31,483
PT	Carried Forward Private	105,526					105,526
PB	Private	77,740	74,971	74,122	73,475	71,042	70,108
FT	Carried Forward Federal	320,882					320,882
FO	Federal Off Budget	36,161	105,802	10,228	4,092	16,000	172,283
FB	Federal	89,011	96,393	95,891	75,948	101,599	101,694
<b>TOTAL - ALL FUNDS</b>							
	2,955,483	1,556,175	1,439,065	1,407,851	1,430,402	1,420,245	10,209,221

*Please note, as of the printing of this publication, the Capital Program and Budget for FY19-24 was not yet approved by the Philadelphia City Planning Commission (PCPC). The Capital Program and Budget for FY19-24 is scheduled to be heard at the PCPC meeting on February 27, 2018.*

	2019 \$x000	2020 \$x000	2021 \$x000	2022 \$x000	2023 \$x000	2024 \$x000	2019 - 2024 \$x000
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## ART MUSEUM

### *ART MUSEUM COMPLEX - CAPITAL*

1	Philadelphia Museum of Art - Building Rehabilitation	5,000 5,000 CN	5,000 5,000 CN	6,000 6,000 CN	6,000 6,000 CN	6,000 6,000 CN	500 500 CN	28,500 28,500 CN
1A	Philadelphia Museum of Art - Building Rehabilitation-FY18	4,500 4,500 CT						4,500 4,500 CT
	<i>ART MUSEUM COMPLEX - CAPITAL</i>	9,500 5,000 CN 4,500 CT	5,000 5,000 CN	6,000 6,000 CN	6,000 6,000 CN	6,000 6,000 CN	500 500 CN	33,000 28,500 CN 4,500 CT
	<b>ART MUSEUM</b>	9,500 5,000 CN 4,500 CT	5,000 5,000 CN	6,000 6,000 CN	6,000 6,000 CN	6,000 6,000 CN	500 500 CN	33,000 28,500 CN 4,500 CT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000						
<b>AVIATION</b>							
<i>PHILADELPHIA INTERNATIONAL AIRPORT</i>							
2 Airfield Area	135,200 20,000 FB 5,000 PB 1,600 SB 108,600 XN	136,423 20,181 FB 5,045 PB 1,614 SB 109,583 XN	136,500 20,192 FB 5,048 PB 1,615 SB 109,645 XN	136,626 20,211 FB 5,053 PB 1,617 SB 109,745 XN	136,801 20,237 FB 5,059 PB 1,619 SB 109,886 XN	137,249 20,303 FB 5,075 PB 1,624 SB 110,247 XN	818,799 121,124 FB 30,280 PB 9,689 SB 657,706 XN
2A Airfield Area-FY18	24,000 4,000 FT 10,000 PT 10,000 XT						24,000 4,000 FT 10,000 PT 10,000 XT
3 Terminal Area	167,800 2,000 FB 20,000 PB 2,000 SB 140,800 XN 3,000 XR	168,499 2,008 FB 20,083 PB 2,008 SB 141,387 XN 3,013 XR	168,749 2,011 FB 20,113 PB 2,011 SB 141,597 XN 3,017 XR	169,950 2,026 FB 20,256 PB 2,026 SB 142,604 XN 3,038 XR	170,250 2,029 FB 20,292 PB 2,029 SB 142,856 XN 3,044 XR	172,150 2,052 FB 20,518 PB 2,052 SB 144,450 XN 3,078 XR	1,017,398 12,126 FB 121,262 PB 12,126 SB 853,694 XN 18,190 XR
3A Terminal Area-FY18	32,800 5,000 FT 5,000 PT 800 ST 2,000 XR 20,000 XT						32,800 5,000 FT 5,000 PT 800 ST 2,000 XR 20,000 XT
4 Outside Terminal Area (OTA)	85,251 25,000 PB 60,251 XN	92,150 27,023 PB 65,127 XN	92,551 27,141 PB 65,410 XN	93,250 27,346 PB 65,904 XN	94,700 27,771 PB 66,929 XN	94,100 27,595 PB 66,505 XN	552,002 161,876 PB 390,126 XN

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000						
4A Outside Terminal Area (OTA)-FY18	16,250						16,250
	1,000 FT						1,000 FT
	5,000 PT						5,000 PT
	250 ST						250 ST
	10,000 XT						10,000 XT
5 Other Airport Services	116,910	118,925	119,126	120,499	121,751	122,125	719,336
	2,000 FB	2,034 FB	2,038 FB	2,061 FB	2,083 FB	2,089 FB	12,305 FB
	150 SB	153 SB	153 SB	155 SB	156 SB	157 SB	924 SB
	112,760 XN	114,704 XN	114,897 XN	116,222 XN	117,429 XN	117,790 XN	693,802 XN
	2,000 XR	2,034 XR	2,038 XR	2,061 XR	2,083 XR	2,089 XR	12,305 XR
5A Other Airport Services-FY18	21,500						21,500
	15,000 FT						15,000 FT
	1,000 PT						1,000 PT
	500 ST						500 ST
	5,000 XT						5,000 XT
<b>PHILADELPHIA INTERNATIONAL AIRPORT</b>	<b>599,711</b>	<b>515,997</b>	<b>516,926</b>	<b>520,325</b>	<b>523,502</b>	<b>525,624</b>	<b>3,202,085</b>
	24,000 FB	24,223 FB	24,241 FB	24,298 FB	24,349 FB	24,444 FB	145,555 FB
	25,000 FT						25,000 FT
	50,000 PB	52,151 PB	52,302 PB	52,655 PB	53,122 PB	53,188 PB	313,418 PB
	21,000 PT						21,000 PT
	3,750 SB	3,775 SB	3,779 SB	3,798 SB	3,804 SB	3,833 SB	22,739 SB
	1,550 ST						1,550 ST
	422,411 XN	430,801 XN	431,549 XN	434,475 XN	437,100 XN	438,992 XN	2,595,328 XN
	7,000 XR	5,047 XR	5,055 XR	5,099 XR	5,127 XR	5,167 XR	32,495 XR
	45,000 XT						45,000 XT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000						
AVIATION	599,711	515,997	516,926	520,325	523,502	525,624	3,202,085
	24,000 FB	24,223 FB	24,241 FB	24,298 FB	24,349 FB	24,444 FB	145,555 FB
	25,000 FT						25,000 FT
	50,000 PB	52,151 PB	52,302 PB	52,655 PB	53,122 PB	53,188 PB	313,418 PB
	21,000 PT						21,000 PT
	3,750 SB	3,775 SB	3,779 SB	3,798 SB	3,804 SB	3,833 SB	22,739 SB
	1,550 ST						1,550 ST
	422,411 XN	430,801 XN	431,549 XN	434,475 XN	437,100 XN	438,992 XN	2,595,328 XN
	7,000 XR	5,047 XR	5,055 XR	5,099 XR	5,127 XR	5,167 XR	32,495 XR
	45,000 XT						45,000 XT

	2019 \$x000	2020 \$x000	2021 \$x000	2022 \$x000	2023 \$x000	2024 \$x000	2019 - 2024 \$x000
<b>COMMERCE</b>							
<i>COMMERCIAL DEVELOPMENT</i>							
6 Neighborhood Commercial Centers - Site Improvements	1,500	1,500	2,000	2,000	2,500	2,500	12,000
	1,500 CN	1,500 CN	2,000 CN	2,000 CN	2,500 CN	2,500 CN	12,000 CN
6A Neighborhood Commercial Centers - Site Improvements-FY18	1,299						1,299
	1,299 CT						1,299 CT
6B Neighborhood Commercial Centers - Site Improvements-FY17	7,000						7,000
	7,000 CT						7,000 CT
6C Neighborhood Commercial Centers - Site Improvements-FY16	10,189						10,189
	5,000 CT						5,000 CT
	1,850 PT						1,850 PT
	3,339 ST						3,339 ST
6D Neighborhood Commercial Centers - Site Improvements-FY15	3,931						3,931
	3,931 CT						3,931 CT
6E Neighborhood Commercial Centers - Site Improvements-FY14	1,930						1,930
	1,930 CT						1,930 CT
6F Neighborhood Commercial Centers - Site Improvements-FY13	16						16
	16 CT						16 CT
6G Neighborhood Commercial Centers - Site Improvements-FY12	110						110
	110 CT						110 CT
<i>COMMERCIAL DEVELOPMENT</i>							
	25,975	1,500	2,000	2,000	2,500	2,500	36,475
	1,500 CN	1,500 CN	2,000 CN	2,000 CN	2,500 CN	2,500 CN	12,000 CN
	19,286 CT						19,286 CT
	1,850 PT						1,850 PT
	3,339 ST						3,339 ST

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>INDUSTRIAL DEVELOPMENT</b>							
7 Industrial Districts		500 500 CN	500 500 CN				1,000 1,000 CN
7A Industrial Districts-FY17	3,000 800 FT 2,200 ST						3,000 800 FT 2,200 ST
7B Industrial Districts-FY16	2,000 1,000 CT 1,000 ST						2,000 1,000 CT 1,000 ST
8 Navy Yard Infrastructure Improvements		1,000 1,000 CN	5,000 5,000 CN				
8A Navy Yard Infrastructure Improvements-FY18	1,000 1,000 CT						1,000 1,000 CT
8B Navy Yard Infrastructure Improvements-FY17	8,200 3,900 FT 4,300 ST						8,200 3,900 FT 4,300 ST
9 Environmental Assessment/Remediation		400 400 CN	400 400 CN				800 800 CN
9A Environmental Assessment/Remediation-FY15	400 400 CT						400 400 CT
9B Environmental Assessment/Remediation-FY13	400 400 CT						400 400 CT
10 PIDC Landbank Improvements, Engineering and Administration	3,000 3,000 Z	3,000 3,000 Z	3,000 3,000 Z	3,000 3,000 Z	3,000 3,000 Z	3,000 3,000 Z	18,000 18,000 Z

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
11 PIDC Landbank Acquisition & Improvements	13,000	8,000	8,000	8,000	8,000	8,000	53,000
	3,000 CN						3,000 CN
	10,000 Z	8,000 Z	8,000 Z	8,000 Z	8,000 Z	8,000 Z	50,000 Z
11A PIDC Landbank Acquisition & Improvements-FY18	3,000						3,000
	3,000 CT						3,000 CT
<b>INDUSTRIAL DEVELOPMENT</b>	34,000	12,500	12,900	12,400	12,000	12,000	95,800
	3,000 CN	1,500 CN	1,900 CN	1,400 CN	1,000 CN	1,000 CN	9,800 CN
	5,800 CT						5,800 CT
	4,700 FT						4,700 FT
	7,500 ST						7,500 ST
	13,000 Z	11,000 Z	68,000 Z				
<b>WATERFRONT IMPROVEMENTS</b>							
12 Central Delaware River Waterfront	6,000	15,200	15,200	25,200	25,200	200	87,000
	6,000 CN	15,200 CN	15,200 CN	25,200 CN	25,200 CN	200 CN	87,000 CN
12A Central Delaware River Waterfront-FY18	7,640						7,640
	7,640 CT						7,640 CT
12B Central Delaware River Waterfront-FY17	17,660						17,660
	1,500 CT						1,500 CT
	5,110 PT						5,110 PT
	11,050 ST						11,050 ST
12C Central Delaware River Waterfront-FY16	25,854						25,854
	854 CT						854 CT
	25,000 FT						25,000 FT

	2019	2020	2021	2022	2023	2024	2019 - 2024
							\$x000
13 Schuylkill River Waterfront	3,000	1,150	1,700	1,500	1,500	1,500	10,350
	2,000 CN	150 CN	700 CN	500 CN	500 CN	500 CN	4,350 CN
	1,000 SB	1,000 SB	1,000 SB	1,000 SB	1,000 SB	1,000 SB	6,000 SB
13A Schuylkill River Waterfront-FY18	3,000						3,000
	3,000 CT						3,000 CT
13B Schuylkill River Waterfront-FY17	16,550						16,550
	4,500 FT						4,500 FT
	12,050 ST						12,050 ST
13C Schuylkill River Waterfront-FY16	1,500						1,500
	500 FT						500 FT
	1,000 ST						1,000 ST
14 North Delaware River Waterfront		500	500	500	500	500	2,500
		500 CN	2,500 CN				
14A North Delaware River Waterfront-FY17	3,670						3,670
	250 CT						250 CT
	2,470 FT						2,470 FT
	350 PT						350 PT
	600 ST						600 ST
14B North Delaware River Waterfront-FY16	1,350						1,350
	500 CT						500 CT
	500 FT						500 FT
	350 ST						350 ST
14C North Delaware River Waterfront-FY15	485						485
	250 CT						250 CT
	235 FT						235 FT



	2019 \$x000	2020 \$x000	2021 \$x000	2022 \$x000	2023 \$x000	2024 \$x000	2019 - 2024 \$x000
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## FINANCE

### CAPITAL PROJECTS

15	Improvements to Facilities	3,892 892 CA 1,000 CN 2,000 CR	1,000	1,000	1,000	1,000	8,892 892 CA 6,000 CN 2,000 CR
15A	Improvements to Facilities-FY18	3,500 3,500 CT					3,500 3,500 CT
15B	Improvements to Facilities-FY17	1,790 1,790 CT					1,790 1,790 CT
15C	Improvements to Facilities-FY16	500 500 CT					500 500 CT
15D	Improvements to Facilities-FY15	391 391 CT					391 391 CT
15E	Improvements to Facilities-FY14	140 140 CT					140 140 CT
16	New Voting Machines	22,000 22,000 CN					22,000 22,000 CN
17	City Council - ITEF CD1	510 510 CN	510	510 CN	510	510 CN	3,060 3,060 CN

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000						
17A City Council - ITEF CD1-FY18	510 510 CT						510 510 CT
17B City Council - ITEF CD1-FY17	410 410 CT						410 410 CT
17C City Council - ITEF CD1-FY16	42 42 CT						42 42 CT
17D City Council - ITEF CD1-FY15	78 78 CT						78 78 CT
17E City Council - ITEF CD1-FY14	97 97 CT						97 97 CT
17F City Council - ITEF CD1-FY13	2 2 CT						2 2 CT
18 City Council - ITEF CD2	510 510 CN	3,060 3,060 CN					
18A City Council - ITEF CD2-FY18	510 510 CT						510 510 CT
18B City Council - ITEF CD2-FY17	235 235 CT						235 235 CT
18C City Council - ITEF CD2-FY16	360 360 CT						360 360 CT
18D City Council - ITEF CD2-FY15	361 361 CT						361 361 CT
18E City Council - ITEF CD2-FY14	132 132 CT						132 132 CT

		2019	2020	2021	2022	2023	2024	2019 - 2024
		\$x000						
18F	City Council - ITEF CD2-FY13	32						32 32 CT
18G	City Council - ITEF CD2-FY12	41						41 41 CT
18H	City Council - ITEF CD2-FY11	141						141 141 CT
18I	City Council - ITEF CD2-FY10	1						1 1 CT
19	City Council - ITEF CD3	510	510	510	510	510	510	3,060 3,060 CN
19A	City Council - ITEF CD3-FY18	510	510 CN	510 510 CT				
19B	City Council - ITEF CD3-FY17	410						410 410 CT
19C	City Council - ITEF CD3-FY16	410						410 410 CT
19D	City Council - ITEF CD3-FY15	410						410 410 CT
19E	City Council - ITEF CD3-FY14	410						410 410 CT
19F	City Council - ITEF CD3-FY13	410						410 410 CT
19G	City Council - ITEF CD3-FY12	210						210 210 CT

		2019	2020	2021	2022	2023	2024	2019 - 2024
		\$x000						
19H	City Council - ITEF CD3-FY11	105 105 CT						105 105 CT
20	City Council - ITEF CD4	510 510 CN	3,060 3,060 CN					
20A	City Council - ITEF CD4-FY18	510 510 CT						510 510 CT
20B	City Council - ITEF CD4-FY17	173 173 CT						173 173 CT
20C	City Council - ITEF CD4-FY16	64 64 CT						64 64 CT
20D	City Council - ITEF CD4-FY15	180 180 CT						180 180 CT
20E	City Council - ITEF CD4-FY14	276 276 CT						276 276 CT
20F	City Council - ITEF CD4-FY13	37 37 CT						37 37 CT
20G	City Council - ITEF CD4-FY12	3 3 CT						3 3 CT
20H	City Council - ITEF CD4-FY00	70 70 CT						70 70 CT
20I	City Council - ITEF CD4-FY09	20 20 CT						20 20 CT
21	City Council - ITEF CD5	510 510 CN	3,060 3,060 CN					

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000						
21A City Council - ITEF CD5-FY18	510 510 CT						510 510 CT
21B City Council - ITEF CD5-FY17	410 410 CT						410 410 CT
21C City Council - ITEF CD5-FY16	410 410 CT						410 410 CT
21D City Council - ITEF CD5-FY15	410 410 CT						410 410 CT
21E City Council - ITEF CD5-FY14	410 410 CT						410 410 CT
21F City Council - ITEF CD5-FY13	410 410 CT						410 410 CT
21G City Council - ITEF CD5-FY12	210 210 CT						210 210 CT
21H City Council - ITEF CD5-FY11	210 210 CT						210 210 CT
21I City Council - ITEF CD5-FY10	146 146 CT						146 146 CT
22 City Council - ITEF CD6	510 510 CN	3,060 3,060 CN					
22A City Council - ITEF CD6-FY18	510 510 CT						510 510 CT
22B City Council - ITEF CD6-FY17	410 410 CT						410 410 CT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000						
22C City Council - ITEF CD6-FY16	152 152 CT						152 152 CT
22D City Council - ITEF CD6-FY15	151 151 CT						151 151 CT
22E City Council - ITEF CD6-FY14	250 250 CT						250 250 CT
22F City Council - ITEF CD6-FY13	217 217 CT						217 217 CT
22G City Council - ITEF CD6-FY12	45 45 CT						45 45 CT
22H City Council - ITEF CD6-FY10	765 765 CT						765 765 CT
22I City Council - ITEF CD6-FY09	15 15 CT						15 15 CT
23 City Council - ITEF CD7	510 510 CN	3,060 3,060 CN					
23A City Council - ITEF CD7-FY18	510 510 CT						510 510 CT
23B City Council - ITEF CD7-FY17	410 410 CT						410 410 CT
23C City Council - ITEF CD7-FY16	410 410 CT						410 410 CT
23D City Council - ITEF CD7-FY15	410 410 CT						410 410 CT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000						
23E City Council - ITEF CD7-FY14	410 410 CT						410 410 CT
23F City Council - ITEF CD7-FY13	410 410 CT						410 410 CT
23G City Council - ITEF CD7-FY12	145 145 CT						145 145 CT
23H City Council - ITEF CD7-FY11	22 22 CT						22 22 CT
23I City Council - ITEF CD7-FY10	162 162 CT						162 162 CT
23J City Council - ITEF CD7-FY09	1 1 CT						1 1 CT
24 City Council - ITEF CD8	510 510 CN	3,060 3,060 CN					
24A City Council - ITEF CD8-FY18	510 510 CT						510 510 CT
24B City Council - ITEF CD8-FY17	410 410 CT						410 410 CT
24C City Council - ITEF CD8-FY16	410 410 CT						410 410 CT
24D City Council - ITEF CD8-FY15	410 410 CT						410 410 CT
24E City Council - ITEF CD8-FY14	410 410 CT						410 410 CT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
24F City Council - ITEF CD8-FY13	410 410 CT						410 410 CT
24G City Council - ITEF CD8-FY12	210 210 CT						210 210 CT
24H City Council - ITEF CD8-FY11	153 153 CT						153 153 CT
24I City Council - ITEF CD8-FY10	20 20 CT						20 20 CT
24J City Council - ITEF CD8-FY09	32 32 CT						32 32 CT
24K City Council - ITEF CD8-FY06	2 2 CT						2 2 CT
25 City Council - ITEF CD9	610 100 CA 510 CN	510	510	510	510	510	3,160 100 CA 3,060 CN
25A City Council - ITEF CD9-FY18	510 510 CT						510 510 CT
25B City Council - ITEF CD9-FY17	410 410 CT						410 410 CT
25C City Council - ITEF CD9-FY16	410 410 CT						410 410 CT
25D City Council - ITEF CD9-FY15	410 410 CT						410 410 CT
25E City Council - ITEF CD9-FY14	410 410 CT						410 410 CT

		2019	2020	2021	2022	2023	2024	2019 - 2024
		\$x000						
25F	City Council - ITEF CD9-FY13	410 410 CT						410 410 CT
25G	City Council - ITEF CD9-FY12	210 210 CT						210 210 CT
25H	City Council - ITEF CD9-FY11	210 210 CT						210 210 CT
25I	City Council - ITEF CD9-FY10	137 137 CT						137 137 CT
25J	City Council - ITEF CD9-FY09	134 134 CT						134 134 CT
25K	City Council - ITEF CD9-FY08	100 100 CT						100 100 CT
25L	City Council - ITEF CD9-FY06	100 100 CT						100 100 CT
25M	City Council - ITEF CD9-FY05	49 49 CT						49 49 CT
25N	City Council - ITEF CD9-FY04	18 18 CT						18 18 CT
26	City Council - ITEF CD10	510 510 CN	3,060 3,060 CN					
26A	City Council - ITEF CD10-FY18	510 510 CT						510 510 CT
26B	City Council - ITEF CD10-FY17	410 410 CT						410 410 CT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000						
26C City Council - ITEF CD10-FY16	410						410 410 CT
26D City Council - ITEF CD10-FY15	410						410 410 CT
26E City Council - ITEF CD10-FY14	410						410 410 CT
26F City Council - ITEF CD10-FY13	285						285 285 CT
26G City Council - ITEF CD10-FY12	2						2 2 CT
26H City Council - ITEF CD10-FY11	71						71 71 CT
26I City Council - ITEF CD10-FY10	1,200						1,200 1,200 CT
26J City Council - ITEF CD10-FY06	18						18 18 CT
26K City Council - ITEF CD10-FY03	3						3 3 CT
<b>CAPITAL PROJECTS</b>	41,328	28,100	6,100	6,100	6,100	6,100	93,828 992 CA 6,100 CN 28,100 CN 6,100 CN 6,100 CN 6,100 CN 58,600 CN 2,000 CR 32,236 CT 2,000 CR 32,236 CT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
FINANCE	41,328	28,100	6,100	6,100	6,100	6,100	93,828
	992 CA						992 CA
	6,100 CN	28,100 CN	6,100 CN	6,100 CN	6,100 CN	6,100 CN	58,600 CN
	2,000 CR						2,000 CR
	32,236 CT						32,236 CT

	2019 \$x000	2020 \$x000	2021 \$x000	2022 \$x000	2023 \$x000	2024 \$x000	2019 - 2024 \$x000
<b>FIRE</b>							
<i>FIRE FACILITIES</i>							
27 Fire Department Interior and Exterior Renovations	2,000	2,000	2,000	2,000	2,000	3,000	13,000
	2,000 CN	3,000 CN	13,000 CN				
27A Fire Department Interior and Exterior Renovations-FY18	6,600						6,600
	6,600 CT						6,600 CT
27B Fire Department Interior and Exterior Renovations-FY17	5,897						5,897
	5,897 CT						5,897 CT
27C Fire Department Interior and Exterior Renovations-FY16	849						849
	849 CT						849 CT
27D Fire Department Interior and Exterior Renovations-FY15	787						787
	787 CT						787 CT
27E Fire Department Interior and Exterior Renovations-FY14	108						108
	108 CT						108 CT
27F Fire Department Interior and Exterior Renovations-FY13	46						46
	46 CT						46 CT
27G Fire Department Interior and Exterior Renovations-FY12	4						4
	4 CT						4 CT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>FIRE FACILITIES</b>	16,291	2,000	2,000	2,000	2,000	3,000	27,291
	2,000 CN	2,000 CN	2,000 CN	2,000 CN	2,000 CN	3,000 CN	13,000 CN
	14,291 CT						14,291 CT
<b>FIRE</b>	16,291	2,000	2,000	2,000	2,000	3,000	27,291
	2,000 CN	2,000 CN	2,000 CN	2,000 CN	2,000 CN	3,000 CN	13,000 CN
	14,291 CT						14,291 CT

	2019 \$x000	2020 \$x000	2021 \$x000	2022 \$x000	2023 \$x000	2024 \$x000	2019 - 2024 \$x000
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## FLEET MANAGEMENT

### CAPITAL PROJECTS

28	Fleet Management Facilities	550 550 CN	550 550 CN	550 550 CN	870 870 CN	930 930 CN	930 930 CN	4,380 4,380 CN
28A	Fleet Management Facilities-FY18	5,000 5,000 CT						5,000 5,000 CT
28B	Fleet Management Facilities-FY17	2,225 2,225 CT						2,225 2,225 CT
28C	Fleet Management Facilities-FY16	500 500 CT						500 500 CT
28D	Fleet Management Facilities-FY15	9 9 CT						9 9 CT
29	Fuel Tank Replacement	250 250 CN	1,000 1,000 CN	1,450 1,450 CN	3,100 3,100 CN	3,100 3,100 CN	1,950 1,950 CN	10,850 10,850 CN
29A	Fuel Tank Replacement-FY18	400 400 CT						400 400 CT
29B	Fuel Tank Replacement-FY17	700 700 CT						700 700 CT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000						
29C Fuel Tank Replacement-FY16	311						311
	311 CT						311 CT
30 Vehicle Purchases	19,761	19,100	19,100	19,100	19,100	19,100	115,261
	19,100 CN	114,600 CN					
	661 FB						661 FB
30A Vehicle Purchases-FY18	25,316						25,316
	22,932 CT						22,932 CT
	384 FT						384 FT
	2,000 TT						2,000 TT
30B Vehicle Purchases-FY17	13						13
	13 CT						13 CT
<b>CAPITAL PROJECTS</b>	55,035	20,650	21,100	23,070	23,130	21,980	164,965
	19,900 CN	20,650 CN	21,100 CN	23,070 CN	23,130 CN	21,980 CN	129,830 CN
	32,090 CT						32,090 CT
	661 FB						661 FB
	384 FT						384 FT
	2,000 TT						2,000 TT
<b>FLEET MANAGEMENT</b>	55,035	20,650	21,100	23,070	23,130	21,980	164,965
	19,900 CN	20,650 CN	21,100 CN	23,070 CN	23,130 CN	21,980 CN	129,830 CN
	32,090 CT						32,090 CT
	661 FB						661 FB
	384 FT						384 FT
	2,000 TT						2,000 TT

	2019 \$x000	2020 \$x000	2021 \$x000	2022 \$x000	2023 \$x000	2024 \$x000	2019 - 2024 \$x000
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## FREE LIBRARY

### *LIBRARY FACILITIES - CAPITAL*

31 Free Library Improvements	2,000	1,000	1,000	1,000	500	500	6,000
	1,000 CN	1,000 CN	1,000 CN	1,000 CN	500 CN	500 CN	5,000 CN
	1,000 SB						1,000 SB
31A Free Library Improvements-FY18	1,000						1,000
	1,000 CT						1,000 CT
31B Free Library Improvements-FY17	124						124
	124 CT						124 CT
31C Free Library Improvements-FY16	5,900						5,900
	3,900 CT						3,900 CT
	2,000 PT						2,000 PT
31D Free Library Improvements-FY15	1,631						1,631
	1,631 CT						1,631 CT
31E Free Library Improvements-FY14	3,110						3,110
	1,110 A						1,110 A
	2,000 PT						2,000 PT
31F Free Library Improvements-FY13	2,717						2,717
	717 CT						717 CT
	2,000 PT						2,000 PT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
31G Free Library Improvements-FY12	350 350 CT						350 350 CT
31H Free Library Improvements-FY11	31 31 CT						31 31 CT
31I Free Library Improvements-FY10	1 1 CT						1 1 CT
31J Free Library Improvements-FY09	49 49 CT						49 49 CT
32 HVAC and Infrastructure Upgrades					500 500 CN	500 500 CN	1,000 1,000 CN
32A HVAC and Infrastructure Upgrades-FY18	600 600 CT						600 600 CT
<b>LIBRARY FACILITIES - CAPITAL</b>	17,513 1,110 A 1,000 CN 8,403 CT 6,000 PT 1,000 SB	1,000	1,000	1,000	1,000 CN	1,000 CN	22,513 1,110 A 6,000 CN 8,403 CT 6,000 PT 1,000 SB
<b>FREE LIBRARY</b>	17,513 1,110 A 1,000 CN 8,403 CT 6,000 PT 1,000 SB	1,000	1,000	1,000	1,000 CN	1,000 CN	22,513 1,110 A 6,000 CN 8,403 CT 6,000 PT 1,000 SB

	2019 \$x000	2020 \$x000	2021 \$x000	2022 \$x000	2023 \$x000	2024 \$x000	2019 - 2024 \$x000
<b>HEALTH</b>							
<i>HEALTH FACILITIES</i>							
33A Health Centers 2 & 10 Major Interior/ Exterior Renovations-FY13	457 457 CT						457 457 CT
34 Health Department Equipment and Improvements	20,500 15,500 CR 5,000 SB	15,500 10,500 CR 5,000 SB	15,500 10,500 CR 5,000 SB	10,500 10,500 CR 5,000 SB	10,500 10,500 CR 5,000 SB	10,500 10,500 CR 5,000 SB	83,000 68,000 CR 15,000 SB
34A Health Department Equipment and Improvements-FY18	750 750 CR						750 750 CR
34B Health Department Equipment and Improvements-FY17	1,966 1,966 CR						1,966 1,966 CR
34C Health Department Equipment and Improvements-FY16	2,242 2,242 CR						2,242 2,242 CR
34D Health Department Equipment and Improvements-FY13	4,200 4,200 CR						4,200 4,200 CR
35 Health Facility Renovations		1,000 1,000 CN	4,000 4,000 CN				

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
35A Health Facility Renovations-FY18	1,000 1,000 CT						1,000 1,000 CT
35B Health Facility Renovations-FY17	955 955 CT						955 955 CT
35C Health Facility Renovations-FY16	1,120 1,120 CT						1,120 1,120 CT
35D Health Facility Renovations-FY15	152 152 CT						152 152 CT
35E Health Facility Renovations-FY14	86 86 CT						86 86 CT
35F Health Facility Renovations-FY13	85 85 CT						85 85 CT
35G Health Facility Renovations-FY11	162 162 CT						162 162 CT
35H Health Facility Renovations-FY09	98 98 CT						98 98 CT
<b>HEALTH FACILITIES</b>	33,773	15,500	16,500	11,500	11,500	11,500	100,273
			1,000 CN	1,000 CN	1,000 CN	1,000 CN	4,000 CN
	24,658 CR	10,500 CR	10,500 CR	10,500 CR	10,500 CR	10,500 CR	77,158 CR
	4,115 CT						4,115 CT
	5,000 SB	5,000 SB	5,000 SB				15,000 SB

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000						
<b>PHILADELPHIA NURSING HOME</b>							
36 Equipment and Renovations - Philadelphia Nursing Home	1,000 1,000 CR	6,000 6,000 CR					
36A Equipment and Renovations - Philadelphia Nursing Home-FY18	5,300 5,300 CR						5,300 5,300 CR
36B Equipment and Renovations - Philadelphia Nursing Home-FY17	1,000 1,000 CR						1,000 1,000 CR
36C Equipment and Renovations - Philadelphia Nursing Home-FY16	2,460 2,460 CR						2,460 2,460 CR
<b>PHILADELPHIA NURSING HOME</b>							
HEALTH	9,760 9,760 CR	1,000 1,000 CR	14,760 14,760 CR				
	43,533	16,500	17,500	12,500	12,500	12,500	115,033
			1,000 CN	1,000 CN	1,000 CN	1,000 CN	4,000 CN
	34,418 CR	11,500 CR	91,918 CR				
	4,115 CT						4,115 CT
	5,000 SB	5,000 SB	5,000 SB				15,000 SB

	2019 \$x000	2020 \$x000	2021 \$x000	2022 \$x000	2023 \$x000	2024 \$x000	2019 - 2024 \$x000
<b>MDO</b>							
<i>CAPITAL PROJECTS - VARIOUS</i>							
37 Citywide Facilities	13,750 450 CN 5,900 FB 2,900 PB 4,500 SB	11,900 200 CN 4,300 FB 2,900 PB 4,500 SB	12,100 300 CN 4,400 FB 2,900 PB 4,500 SB	12,100 300 CN 4,400 FB 2,900 PB 4,500 SB			49,850 1,250 CN 19,000 FB 11,600 PB 18,000 SB
37A Citywide Facilities-FY18	15,000 850 CT 4,800 FT 3,250 PT 6,100 ST						15,000 850 CT 4,800 FT 3,250 PT 6,100 ST
37B Citywide Facilities-FY17	2,050 1,000 CT 250 PT 800 ST						2,050 1,000 CT 250 PT 800 ST

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
37C Citywide Facilities-FY16	4						4
	4 CT						4 CT
37D Citywide Facilities-FY15	7,500						7,500
	4,000 PT						4,000 PT
	3,500 ST						3,500 ST
37E Citywide Facilities-FY14	2,500						2,500
	2,500 PT						2,500 PT
37F Citywide Facilities-FY13	117						117
	117 CT						117 CT
37G Citywide Facilities-FY11	151						151
	151 CT						151 CT
38A Office of Sustainability-FY16	500						500
	500 CT						500 CT
38B Office of Sustainability-FY15	469						469
	469 CT						469 CT
38C Office of Sustainability-FY14	377						377
	377 CT						377 CT
38D Office of Sustainability-FY10	1						1
	1 CT						1 CT
<b>CAPITAL PROJECTS - VARIOUS</b>	42,419	11,900	12,100	12,100			78,519
	450 CN	200 CN	300 CN	300 CN			1,250 CN
	3,469 CT						3,469 CT
	5,900 FB	4,300 FB	4,400 FB	4,400 FB			19,000 FB
	4,800 FT						4,800 FT
	2,900 PB	2,900 PB	2,900 PB	2,900 PB			11,600 PB
	10,000 PT						10,000 PT
	4,500 SB	4,500 SB	4,500 SB	4,500 SB			18,000 SB
	10,400 ST						10,400 ST

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>MDO</b>	42,419	11,900	12,100	12,100			78,519
	450 CN	200 CN	300 CN	300 CN			1,250 CN
	3,469 CT						3,469 CT
	5,900 FB	4,300 FB	4,400 FB	4,400 FB			19,000 FB
	4,800 FT						4,800 FT
	2,900 PB	2,900 PB	2,900 PB	2,900 PB			11,600 PB
	10,000 PT						10,000 PT
	4,500 SB	4,500 SB	4,500 SB	4,500 SB			18,000 SB
	10,400 ST						10,400 ST

	2019 \$x000	2020 \$x000	2021 \$x000	2022 \$x000	2023 \$x000	2024 \$x000	2019 - 2024 \$x000
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## OFFICE OF HOMELESS SERVICES

### *FAMILY CARE FACILITIES - CAPITAL*

39 OHS Facility Renovations	1,200 1,200 CN	1,000 1,000 CN	1,000 1,000 CN	1,000 1,000 CN	1,000 1,000 CN	1,000 1,000 CN	6,200 6,200 CN
39A OSH Facility Renovations-FY18	1,015 1,015 CT						1,015 1,015 CT
39B OSH Facility Renovations-FY17	941 941 CT						941 941 CT
39C OSH Facility Renovations-FY16	615 615 CT						615 615 CT
39D OSH Facility Renovations-FY15	141 141 CT						141 141 CT
39E OSH Facility Renovations-FY09	37 37 CT						37 37 CT
<i>FAMILY CARE FACILITIES - CAPITAL</i>	3,949 1,200 CN 2,749 CT	1,000 1,000 CN	8,949 6,200 CN 2,749 CT				
<b>OFFICE OF HOMELESS SERVICES</b>	<b>3,949 1,200 CN 2,749 CT</b>	<b>1,000 1,000 CN</b>	<b>8,949 6,200 CN 2,749 CT</b>				

	2019 \$x000	2020 \$x000	2021 \$x000	2022 \$x000	2023 \$x000	2024 \$x000	2019 - 2024 \$x000
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## OFFICE OF SUSTAINABILITY

### *OFFICE OF SUSTAINABILITY*

40	Sustainability and Energy Improvements		300 300 CN	300 300 CN	300 300 CN	300 300 CN	300 300 CN	1,500 1,500 CN
40A	Sustainability and Energy Improvements-FY18		500 500 CT					500 500 CT
40B	Sustainability and Energy Improvements-FY17		1,075 1,075 CT					1,075 1,075 CT
	<i>OFFICE OF SUSTAINABILITY</i>		1,575 1,575 CT	300 300 CN	300 300 CN	300 300 CN	300 300 CN	3,075 1,500 CN 1,575 CT
	<i>OFFICE OF SUSTAINABILITY</i>		1,575 1,575 CT	300 300 CN	300 300 CN	300 300 CN	300 300 CN	3,075 1,500 CN 1,575 CT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>OIT</b>							
<b>CAPITAL PROJECTS</b>							
41 Citywide Technology Improvements & Enhancements	29,390 3,890 CA 25,500 CN	27,045 27,045 CN	25,739 25,739 CN	20,573 20,573 CN	9,565 9,565 CN	10,165 10,165 CN	122,477 3,890 CA 118,587 CN
41A Citywide Technology Improvements & Enhancements-FY18	21,320 21,320 CT						21,320 21,320 CT
41B Citywide Technology Improvements & Enhancements-FY17	14,213 14,213 CT						14,213 14,213 CT
41C Citywide Technology Improvements & Enhancements-FY16	20,260 20,260 CT						20,260 20,260 CT
41D Citywide Technology Improvements & Enhancements-FY15	2,988 2,988 CT						2,988 2,988 CT
41E Citywide Technology Improvements & Enhancements-FY14	464 464 CT						464 464 CT
41F Citywide Technology Improvements & Enhancements-FY13	482 482 CT						482 482 CT
<b>CAPITAL PROJECTS</b>	89,117 3,890 CA 25,500 CN 59,727 CT	27,045	25,739	20,573	9,565	10,165	182,204 3,890 CA 118,587 CN 59,727 CT
<b>OIT</b>	89,117 3,890 CA 25,500 CN 59,727 CT	27,045	25,739	20,573	9,565	10,165	182,204 3,890 CA 118,587 CN 59,727 CT

	2019 \$x000	2020 \$x000	2021 \$x000	2022 \$x000	2023 \$x000	2024 \$x000	2019 - 2024 \$x000
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## PARKS AND RECREATION

### *PARKS AND RECREATION*

42	Buildings, Courts, Play Areas, Athletic Fields	790 172 CA 250 CN 368 CR	250 250 CN 250 CN	250 250 CN 250 CN	250 250 CN 500 CN	500 500 CN	2,290 172 CA 1,750 CN 368 CR
42A	Buildings, Courts, Play Areas, Athletic Fields-FY18	300 300 CT					300 300 CT
42B	Buildings, Courts, Play Areas, Athletic Fields-FY17	7,097 7,097 CT					7,097 7,097 CT
42C	Buildings, Courts, Play Areas, Athletic Fields-FY16	1,567 1,567 CT					1,567 1,567 CT
42D	Buildings, Courts, Play Areas, Athletic Fields-FY15	234 234 CT					234 234 CT
43	Rebuilding Community Infrastructure	7,000 7,000 CN	7,000 7,000 CN	7,000 7,000 CN	7,000 7,000 CN	7,000 7,000 CN	35,000 35,000 CN
43A	Rebuilding Community Infrastructure-FY18	7,000 7,000 CT					7,000 7,000 CT
44	Neighborhood Parks and Facilities	1,750 250 CN 1,500 PB	1,750 250 CN 1,500 PB	1,750 250 CN 1,500 PB	1,750 250 CN 1,500 PB	2,000 500 CN 1,500 PB	10,750 1,750 CN 9,000 PB

	2019 \$x000	2020 \$x000	2021 \$x000	2022 \$x000	2023 \$x000	2024 \$x000	2019 - 2024
							2019 - 2024
44A Neighborhood Parks-FY18	1,500 1,500 PT						1,500 1,500 PT
44B Neighborhood Parks-FY16	2,584 84 CT 2,500 PT						2,584 84 CT 2,500 PT
44C Neighborhood Parks-FY15	1,732 232 CT 1,500 PT						1,732 232 CT 1,500 PT
45 Natural Lands / Large Manicured Parks/Buildings	9,380 2,010 CN 2,150 CR 3,000 FB 720 PB 1,500 SB	7,483 2,683 CN 3,000 FB 300 PB 1,500 SB	6,535 2,235 CN 3,000 FB 300 PB 1,000 SB	6,200 1,900 CN 3,000 FB 300 PB 1,000 SB	6,200 1,900 CN 3,000 FB 300 PB 1,000 SB	8,200 3,900 CN 3,000 FB 300 PB 1,000 SB	43,998 14,628 CN 2,150 CR 18,000 FB 2,220 PB 7,000 SB

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
45A Natural Lands/Large Manicured Parks-FY18	5,715					5,715	
	3,315 CT					3,315 CT	
	1,400 PT					1,400 PT	
	1,000 ST					1,000 ST	
45B Natural Lands/Large Manicured Parks-FY16	4,292					4,292	
	1,772 CT					1,772 CT	
	1,000 FT					1,000 FT	
	580 PT					580 PT	
	940 ST					940 ST	
45C Natural Lands/Large Manicured Parks-FY15	755					755	
	505 CT					505 CT	
	100 PT					100 PT	
	150 ST					150 ST	

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
46 Parks and Recreation Projects	6,400 400 CN 1,000 FB 2,500 PB 2,500 SB	5,500 500 CN 1,000 FB 2,000 PB 2,500 SB	5,000 1,250 CN 1,000 FB 1,000 PB 2,500 SB	4,250 1,250 CN 1,000 FB 2,000 SB	4,250 1,250 CN 1,000 FB 2,000 SB	4,000 1,000 CN 1,000 FB 2,000 SB	29,400 4,400 CN 6,000 FB 5,500 PB 13,500 SB
46A Parks and Recreation Projects-FY18	10,834 6,234 CT 1,000 FT 100 PT 3,500 ST						10,834 6,234 CT 1,000 FT 100 PT 3,500 ST
46B Parks and Recreation Projects-FY17	2,000 2,000 CT						2,000 2,000 CT
46C Parks and Recreation Projects-FY16	6,903 1,917 CT 2,186 FT 1,000 PT 1,800 ST						6,903 1,917 CT 2,186 FT 1,000 PT 1,800 ST
46D Parks and Recreation Projects-FY15	3,848 1,554 CT 1,000 PT 1,294 ST						3,848 1,554 CT 1,000 PT 1,294 ST
47 Improvements to Existing Recreation Facilities-CD1	790 790 CN	790 790 CN	790 790 CN	790 790 CN	790 790 CN	790 790 CN	4,740 4,740 CN

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000						
47A Improvements to Existing Recreation Facilities-CD1-FY18	790 790 CT						790 790 CT
47B Improvements to Existing Recreation Facilities-CD1-FY17	475 475 CT						475 475 CT
47C Improvements to Existing Recreation Facilities-CD1-FY16	53 53 CT						53 53 CT
47D Improvements to Existing Recreation Facilities-CD1-FY15	21 21 CT						21 21 CT
47E Improvements to Existing Recreation Facilities-CD1-FY14	1 1 CT						1 1 CT
47F Improvements to Existing Recreation Facilities-CD1-FY13	26 26 CT						26 26 CT
47G Improvements to Existing Recreation Facilities-CD1-FY12	124 124 CT						124 124 CT
47H Improvements to Existing Recreation Facilities-CD1-FY11	141 141 CT						141 141 CT
47I Improvements to Existing Recreation Facilities-CD1-FY10	21 21 CT						21 21 CT
48 Improvements to Existing Recreation Facilities-CD2	790 790 CN	4,740 4,740 CN					
48A Improvements to Existing Recreation Facilities-CD2-FY18	790 790 CT						790 790 CT
48B Improvements to Existing Recreation Facilities-CD2-FY17	410 410 CT						410 410 CT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
48C Improvements to Existing Recreation Facilities-CD2-FY16	41 41 CT						41 41 CT
48D Improvements to Existing Recreation Facilities-CD2-FY15	129 129 CT						129 129 CT
48E Improvements to Existing Recreation Facilities-CD2-FY14	146 146 CT						146 146 CT
48F Improvements to Existing Recreation Facilities-CD2-FY13	250 250 CT						250 250 CT
48G Improvements to Existing Recreation Facilities-CD2-FY12	98 98 CT						98 98 CT
48H Improvements to Existing Recreation Facilities-CD2-FY11	42 42 CT						42 42 CT
48I Improvements to Existing Recreation Facilities-CD2-FY10	40 40 CT						40 40 CT
48J Improvements to Existing Recreation Facilities-CD2-FY09	198 198 CT						198 198 CT
48K Improvements to Existing Recreation Facilities-CD2-FY08	263 263 CT						263 263 CT
48L Improvements to Existing Recreation Facilities-CD2-FY07	1 1 CT						1 1 CT
48M Improvements to Existing Recreation Facilities-CD2-FY06	10 10 CT						10 10 CT
48N Improvements to Existing Recreation Facilities-CD2-FY05	13 13 CT						13 13 CT
48O Improvements to Existing Recreation Facilities-CD2-FY02	8						8

	2019	2020	2021	2022	2023	2024	2019 - 2024	
							\$x000 8 CT	\$x000 8 CT
48P Improvements to Existing Recreation Facilities-CD2-FY01	101						101	101 CT
49 Improvements to Existing Recreation Facilities-CD3	790	790	790	790	790	790	4,740	4,740 CN
49A Improvements to Existing Recreation Facilities-CD3-FY18	790						790	790 CT
49B Improvements to Existing Recreation Facilities-CD3-FY17	790						790	790 CT
49C Improvements to Existing Recreation Facilities-CD3-FY16	745						745	745 CT
49D Improvements to Existing Recreation Facilities-CD3-FY15	790						790	790 CT
49E Improvements to Existing Recreation Facilities-CD3-FY14	13						13	13 CT
49F Improvements to Existing Recreation Facilities-CD3-FY13	56						56	56 CT
49G Improvements to Existing Recreation Facilities-CD3-FY11	119						119	119 CT
49H Improvements to Existing Recreation Facilities-CD3-FY10	276						276	276 CT
49I Improvements to Existing Recreation Facilities-CD3-FY09	71						71	71 CT
49J Improvements to Existing Recreation Facilities-CD3-FY08	719						719	719 CT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000						
49K Improvements to Existing Recreation Facilities-CD3-FY07	21 21 CT						21 21 CT
49L Improvements to Existing Recreation Facilities-CD3-FY06	10 10 CT						10 10 CT
49M Improvements to Existing Recreation Facilities-CD3-FY04	18 18 CT						18 18 CT
50 Improvements to Existing Recreation Facilities-CD4	790 790 CN	4,740 4,740 CN					
50A Improvements to Existing Recreation Facilities-CD4-FY18	790 790 CT						790 790 CT
50B Improvements to Existing Recreation Facilities-CD4-FY17	428 428 CT						428 428 CT
50C Improvements to Existing Recreation Facilities-CD4-FY16	207 207 CT						207 207 CT
50D Improvements to Existing Recreation Facilities-CD4-FY15	130 130 CT						130 130 CT
50E Improvements to Existing Recreation Facilities-CD4-FY14	321 321 CT						321 321 CT
50F Improvements to Existing Recreation Facilities-CD4-FY13	109 109 CT						109 109 CT
50G Improvements to Existing Recreation Facilities-CD4-FY12	6 6 CT						6 6 CT
50H Improvements to Existing Recreation Facilities-CD4-FY11	94 94 CT						94 94 CT

		2019	2020	2021	2022	2023	2024	2019 - 2024
		\$x000						
50I	Improvements to Existing Recreation Facilities-CD4-FY10	50 50 CT						50 50 CT
50J	Improvements to Existing Recreation Facilities-CD4-FY09	2 2 CT						2 2 CT
50K	Improvements to Existing Recreation Facilities-CD4-FY08	7 7 CT						7 7 CT
51	Improvements to Existing Recreation Facilities-CD5	790 790 CN	4,740 4,740 CN					
51A	Improvements to Existing Recreation Facilities-CD5-FY18	790 790 CT						790 790 CT
51B	Improvements to Existing Recreation Facilities-CD5-FY17	790 790 CT						790 790 CT
51C	Improvements to Existing Recreation Facilities-CD5-FY16	790 790 CT						790 790 CT
51D	Improvements to Existing Recreation Facilities-CD5-FY15	719 719 CT						719 719 CT
51E	Improvements to Existing Recreation Facilities-CD5-FY14	658 658 CT						658 658 CT
51F	Improvements to Existing Recreation Facilities-CD5-FY13	32 32 CT						32 32 CT
51G	Improvements to Existing Recreation Facilities-CD5-FY12	665 665 CT						665 665 CT
51H	Improvements to Existing Recreation Facilities-CD5-FY11	87 87 CT						87 87 CT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000						
51I Improvements to Existing Recreation Facilities-CD5-FY10	191 191 CT						191 191 CT
51J Improvements to Existing Recreation Facilities-CD5-FY09	85 85 CT						85 85 CT
51K Improvements to Existing Recreation Facilities-CD5-FY08	3 3 CT						3 3 CT
51L Improvements to Existing Recreation Facilities-CD5-FY07	126 126 CT						126 126 CT
51M Improvements to Existing Recreation Facilities-CD5-FY06	1 1 CT						1 1 CT
51N Improvements to Existing Recreation Facilities-CD5-FY03	125 125 CT						125 125 CT
51O Improvements to Existing Recreation Facilities-CD5-FY02	4 4 CT						4 4 CT
51P Improvements to Existing Recreation Facilities-CD5-FY01	36 36 CT						36 36 CT
51Q Improvements to Existing Recreation Facilities-CD5-FY99	45 45 CT						45 45 CT
51R Improvements to Existing Recreation Facilities-CD5-FY00	74 74 CT						74 74 CT
52 Improvements to Existing Recreation Facilities-CD6	790 790 CN	4,740 4,740 CN					
52A Improvements to Existing Recreation Facilities-CD6-FY18	790 790 CT						790 790 CT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000						
52B Improvements to Existing Recreation Facilities-CD6-FY17	222 222 CT						222 222 CT
52C Improvements to Existing Recreation Facilities-CD6-FY16	790 790 CT						790 790 CT
52D Improvements to Existing Recreation Facilities-CD6-FY15	340 340 CT						340 340 CT
52E Improvements to Existing Recreation Facilities-CD6-FY14	256 256 CT						256 256 CT
52F Improvements to Existing Recreation Facilities-CD6-FY13	188 188 CT						188 188 CT
52G Improvements to Existing Recreation Facilities-CD6-FY12	641 641 CT						641 641 CT
52H Improvements to Existing Recreation Facilities-CD6-FY11	58 58 CT						58 58 CT
52I Improvements to Existing Recreation Facilities-CD6-FY07	214 214 CT						214 214 CT
52J Improvements to Existing Recreation Facilities-CD6-FY06	1 1 CT						1 1 CT
52K Improvements to Existing Recreation Facilities-CD6-FY02	49 49 CT						49 49 CT
52L Improvements to Existing Recreation Facilities-CD6-FY00	96 96 CT						96 96 CT
53 Improvements to Existing Recreation Facilities-CD7	790 790 CN	4,740 4,740 CN					

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
53A Improvements to Existing Recreation Facilities-CD7-FY18	790 790 CT						790 790 CT
53B Improvements to Existing Recreation Facilities-CD7-FY17	750 750 CT						750 750 CT
53C Improvements to Existing Recreation Facilities-CD7-FY16	790 790 CT						790 790 CT
53D Improvements to Existing Recreation Facilities-CD7-FY15	307 307 CT						307 307 CT
53E Improvements to Existing Recreation Facilities-CD7-FY14	207 207 CT						207 207 CT
53F Improvements to Existing Recreation Facilities-CD7-FY13	41 41 CT						41 41 CT
53G Improvements to Existing Recreation Facilities-CD7-FY12	174 174 CT						174 174 CT
53H Improvements to Existing Recreation Facilities-CD7-FY11	113 113 CT						113 113 CT
53I Improvements to Existing Recreation Facilities-CD7-FY10	16 16 CT						16 16 CT
53J Improvements to Existing Recreation Facilities-CD7-FY09	64 64 CT						64 64 CT
53K Improvements to Existing Recreation Facilities-CD7-FY08	59 59 CT						59 59 CT
53L Improvements to Existing Recreation Facilities-CD7-FY06	45 45 CT						45 45 CT
53M Improvements to Existing Recreation Facilities-CD7-FY05	16						16

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000						
	16 CT						16 CT
53N Improvements to Existing Recreation Facilities-CD7-FY03	24						24 24 CT
54 Improvements to Existing Recreation Facilities-CD8	790 790 CN	4,740 4,740 CN					
54A Improvements to Existing Recreation Facilities-CD8-FY18	790 790 CT						790 790 CT
54B Improvements to Existing Recreation Facilities-CD8-FY17	736 736 CT						736 736 CT
54C Improvements to Existing Recreation Facilities-CD8-FY16	727 727 CT						727 727 CT
54D Improvements to Existing Recreation Facilities-CD8-FY15	50 50 CT						50 50 CT
54E Improvements to Existing Recreation Facilities-CD8-FY14	21 21 CT						21 21 CT
54F Improvements to Existing Recreation Facilities-CD8-FY13	209 209 CT						209 209 CT
54G Improvements to Existing Recreation Facilities-CD8-FY11	214 214 CT						214 214 CT
54H Improvements to Existing Recreation Facilities-CD8-FY10	590 590 CT						590 590 CT
54I Improvements to Existing Recreation Facilities-CD8-FY09	52 52 CT						52 52 CT
54J Improvements to Existing Recreation Facilities-CD8-FY08	363 363 CT						363 363 CT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000						
54K Improvements to Existing Recreation Facilities-CD8-FY07	1 1 CT						1 1 CT
54L Improvements to Existing Recreation Facilities-CD8-FY05	85 85 CT						85 85 CT
54M Improvements to Existing Recreation Facilities-CD8-FY04	112 112 CT						112 112 CT
54N Improvements to Existing Recreation Facilities-CD8-FY03	73 73 CT						73 73 CT
54O Improvements to Existing Recreation Facilities-CD8-FY02	25 25 CT						25 25 CT
54P Improvements to Existing Recreation Facilities-CD8-FY01	6 6 CT						6 6 CT
55 Improvements to Existing Recreation Facilities-CD9	790 790 CN	4,740 4,740 CN					
55A Improvements to Existing Recreation Facilities-CD9-FY18	790 790 CT						790 790 CT
55B Improvements to Existing Recreation Facilities-CD9-FY17	790 790 CT						790 790 CT
55C Improvements to Existing Recreation Facilities-CD9-FY16	790 790 CT						790 790 CT
55D Improvements to Existing Recreation Facilities-CD9-FY15	790 790 CT						790 790 CT
55E Improvements to Existing Recreation Facilities-CD9-FY14	592 592 CT						592 592 CT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000						
55F Improvements to Existing Recreation Facilities-CD9-FY13	356 356 CT						356 356 CT
55G Improvements to Existing Recreation Facilities-CD9-FY12	128 128 CT						128 128 CT
55H Improvements to Existing Recreation Facilities-CD9-FY11	56 56 CT						56 56 CT
55I Improvements to Existing Recreation Facilities-CD9-FY10	50 50 CT						50 50 CT
55J Improvements to Existing Recreation Facilities-CD9-FY09	1 1 CT						1 1 CT
55K Improvements to Existing Recreation Facilities-CD9-FY05	46 46 CT						46 46 CT
55L Improvements to Existing Recreation Facilities-CD9-FY04	19 19 CT						19 19 CT
56 Improvements to Existing Recreation Facilities-CD10	790 790 CN	4,740 4,740 CN					
56A Improvements to Existing Recreation Facilities-CD10-FY18	790 790 CT						790 790 CT
56B Improvements to Existing Recreation Facilities-CD10-FY17	559 559 CT						559 559 CT
56C Improvements to Existing Recreation Facilities-CD10-FY16	670 670 CT						670 670 CT
56D Improvements to Existing Recreation Facilities-CD10-FY15	253 253 CT						253 253 CT

	2019	2020	2021	2022	2023	2024	2019 - 2024
							\$x000
56E Improvements to Existing Recreation Facilities-CD10-FY14	138						138 138 CT
56F Improvements to Existing Recreation Facilities-CD10-FY13	449						449 449 CT
56G Improvements to Existing Recreation Facilities-CD10-FY12	254						254 254 CT
56H Improvements to Existing Recreation Facilities-CD10-FY11	541						541 541 CT
56I Improvements to Existing Recreation Facilities-CD10-FY10	66						66 66 CT
56J Improvements to Existing Recreation Facilities-CD10-FY09	1						1 1 CT
56K Improvements to Existing Recreation Facilities-CD10-FY07	1						1 1 CT
56L Improvements to Existing Recreation Facilities-CD10-FY04	89						89 89 CT
57 Cultural Facilities Improvements	1,000	1,100	1,100	100	100	100	3,500 1,000 CN 1,100 CN 1,100 CN 100 CN 100 CN 100 CN 3,500 CN
57A Cultural Facilities Improvements-FY18	4,000						4,000 1,000 CT 3,000 PT

		2019	2020	2021	2022	2023	2024	2019 - 2024
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
57B	Cultural Facilities Improvements-FY14	3,456						3,456
		256 CT						256 CT
		3,200 PT						3,200 PT
57C	Cultural Facilities Improvements-FY13	9,413						9,413
		13 CT						13 CT
		9,400 PT						9,400 PT
58A	Building Improvements-FY14	306						306
		206 CT						206 CT
		100 PT						100 PT
58B	Building Improvements-FY13	2,002						2,002
		102 CT						102 CT
		1,700 PT						1,700 PT
		200 ST						200 ST
58C	Building Improvements-FY12	28						28
		28 CT						28 CT
58D	Building Improvements-FY10	29						29
		29 CT						29 CT
59A	Infrastructure-FY14	37						37
		37 CT						37 CT
59B	Infrastructure-FY12	113						113
		113 CT						113 CT
60A	Parkland - Site Improvements-FY14	3,505						3,505
		645 CT						645 CT
		2,421 PT						2,421 PT
		439 ST						439 ST

		2019	2020	2021	2022	2023	2024	2019 - 2024
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
60B	Parkland - Site Improvements-FY13	422					422	
		92 CT					92 CT	
		165 PT					165 PT	
		165 ST					165 ST	
60C	Parkland - Site Improvements-FY11	626					626	
		126 CT					126 CT	
		500 ST					500 ST	
60D	Parkland - Site Improvements-FY10	7,191					7,191	
		83 CT					83 CT	
		1,858 FT					1,858 FT	
		3,800 PT					3,800 PT	
		1,450 ST					1,450 ST	
60E	Parkland - Site Improvements-FY09	4,508					4,508	
		55 CT					55 CT	
		374 FT					374 FT	
		3,195 ST					3,195 ST	
		884 TT					884 TT	
60F	Parkland - Site Improvements-FY08	14					14	
		14 ST					14 ST	
61A	Roadways, Footways, and Parking-FY14	1,455					1,455	
		255 CT					255 CT	
		1,200 ST					1,200 ST	
61B	Roadways, Footways, and Parking-FY13	698					698	
		181 CT					181 CT	
		517 ST					517 ST	

	2019	2020	2021	2022	2023	2024	2019 - 2024
							\$x000
61C Roadways, Footways, and Parking-FY11	1,810						1,810
	110 CT						110 CT
	1,000 FT						1,000 FT
	700 ST						700 ST
61D Roadways, Footways, and Parking-FY10	45						45
	45 CT						45 CT
62A Improvements to Existing Recreation Facilities - Infrastructure-FY14	64						64
	64 CT						64 CT
62B Improvements to Existing Recreation Facilities - Infrastructure-FY13	322						322
	322 CT						322 CT
62C Improvements to Existing Recreation Facilities - Infrastructure-FY12	574						574
	574 CT						574 CT
62D Improvements to Existing Recreation Facilities - Infrastructure-FY11	1,472						1,472
	1,472 CT						1,472 CT
62E Improvements to Existing Recreation Facilities - Infrastructure-FY05	16						16
	16 CT						16 CT
63A Improvements to Existing Recreation Facilities - Swimming Pools-FY14	500						500
	500 CT						500 CT
63B Improvements to Existing Recreation Facilities - Swimming Pools-FY13	318						318
	318 CT						318 CT
63C Improvements to Existing Recreation Facilities - Swimming Pools-FY12	3						3
	3 CT						3 CT

	2019	2020	2021	2022	2023	2024	2019 - 2024
							\$x000
64A Improvements to Existing Recreation Facilities - Life Safety Systems-FY14	76						76
		76 CT					76 CT
64B Improvements to Existing Recreation Facilities - Life Safety Systems-FY12	42						42
		42 CT					42 CT
64C Improvements to Existing Recreation Facilities - Life Safety Systems-FY11	105						105
		105 CT					105 CT
65A Grant Funded Recreation Improvements-FY14	533						533
		33 CT					33 CT
		500 ST					500 ST
65B Grant Funded Recreation Improvements-FY13	1,008						1,008
		8 CT					8 CT
		1,000 ST					1,000 ST
65C Grant Funded Recreation Improvements-FY12	654						654
		125 CT					125 CT
		529 ST					529 ST
65D Grant Funded Recreation Improvements-FY11	2,699						2,699
		230 CT					230 CT
		1,100 PT					1,100 PT
		1,369 ST					1,369 ST
65E Grant Funded Recreation Improvements-FY10	1,701						1,701
		1,701 ST					1,701 ST
65F Grant Funded Recreation Improvements-FY09	905						905
		905 ST					905 ST

		2019	2020	2021	2022	2023	2024	2019 - 2024
		\$x000						
65G	Grant Funded Recreation Improvements-FY08	1,665						1,665
		127 CT						127 CT
		1,538 ST						1,538 ST
65H	Grant Funded Recreation Improvements-FY07	70						70
		35 CT						35 CT
		35 ST						35 ST
<b>PARKS AND RECREATION</b>		178,255	30,983	29,535	27,450	27,450	22,700	316,373
		172 CA						172 CA
		18,810 CN	19,183 CN	19,235 CN	18,650 CN	18,650 CN	13,900 CN	108,428 CN
		2,518 CR						2,518 CR
		76,526 CT						76,526 CT
		4,000 FB	24,000 FB					
		7,418 FT						7,418 FT
		4,720 PB	3,800 PB	2,800 PB	1,800 PB	1,800 PB	1,800 PB	16,720 PB
		34,566 PT						34,566 PT
		4,000 SB	4,000 SB	3,500 SB	3,000 SB	3,000 SB	3,000 SB	20,500 SB
		24,641 ST						24,641 ST
		884 TT						884 TT
<b>PARKS AND RECREATION</b>		178,255	30,983	29,535	27,450	27,450	22,700	316,373
		172 CA						172 CA
		18,810 CN	19,183 CN	19,235 CN	18,650 CN	18,650 CN	13,900 CN	108,428 CN
		2,518 CR						2,518 CR
		76,526 CT						76,526 CT
		4,000 FB	24,000 FB					
		7,418 FT						7,418 FT
		4,720 PB	3,800 PB	2,800 PB	1,800 PB	1,800 PB	1,800 PB	16,720 PB
		34,566 PT						34,566 PT
		4,000 SB	4,000 SB	3,500 SB	3,000 SB	3,000 SB	3,000 SB	20,500 SB
		24,641 ST						24,641 ST
		884 TT						884 TT

	2019 \$x000	2020 \$x000	2021 \$x000	2022 \$x000	2023 \$x000	2024 \$x000	2019 - 2024 \$x000
<b>POLICE</b>							
<i>POLICE FACILITIES</i>							
66 Police Facilities - Renovations	27,206 56 CA	28,150	9,000	4,500	4,500	4,500	77,856 56 CA
	27,150 CN	28,150 CN	9,000 CN	4,500 CN	4,500 CN	4,500 CN	77,800 CN
66A Police Facilities - Renovations-FY18	1,500						1,500 1,500 CT
66B Police Facilities - Renovations-FY17	12,150 12,150 CT						12,150 12,150 CT
66C Police Facilities - Renovations-FY16	3,318 3,318 CT						3,318 3,318 CT
66D Police Facilities - Renovations-FY15	919 919 CT						919 919 CT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
66E Police Facilities - Renovations-FY14	3,652						3,652
	1,702 A						1,702 A
	1,950 CT						1,950 CT
66F Police Facilities - Renovations-FY13	1,056						1,056
	1,056 CT						1,056 CT
66G Police Facilities - Renovations-FY12	606						606
	606 CT						606 CT
66H Police Facilities - Renovations-FY10	96						96
	96 CT						96 CT
66I Police Facilities - Renovations-FY08	992						992
	925 A						925 A
	67 CT						67 CT
<b>POLICE FACILITIES</b>	51,495	28,150	9,000	4,500	4,500	4,500	102,145
	2,627 A						2,627 A
	56 CA						56 CA
	27,150 CN	28,150 CN	9,000 CN	4,500 CN	4,500 CN	4,500 CN	77,800 CN
	21,662 CT						21,662 CT
<b>POLICE</b>	51,495	28,150	9,000	4,500	4,500	4,500	102,145
	2,627 A						2,627 A
	56 CA						56 CA
	27,150 CN	28,150 CN	9,000 CN	4,500 CN	4,500 CN	4,500 CN	77,800 CN
	21,662 CT						21,662 CT

	2019 \$x000	2020 \$x000	2021 \$x000	2022 \$x000	2023 \$x000	2024 \$x000	2019 - 2024 \$x000
<b>PRISONS</b>							
<i>CORRECTIONAL INSTITUTIONS - CAPITAL</i>							
67 Prison System - Renovations	2,350 2,350 CA	2,900	6,300	7,900	7,900	7,500	34,850 2,350 CA 32,500 CN
67A Prison System - Renovations-FY18	1,500 1,500 CT						1,500 1,500 CT
67B Prison System - Renovations-FY17	7,176 7,176 CT						7,176 7,176 CT
67C Prison System - Renovations-FY16	6,220 2,520 CT 3,700 TT						6,220 2,520 CT 3,700 TT

	2019	2020	2021	2022	2023	2024	2019 - 2024
							\$x000
67D Prison System - Renovations-FY15	5,511						5,511
	5,511 CT						5,511 CT
67E Prison System - Renovations-FY14	4,069						4,069
	4,069 CT						4,069 CT
67F Prison System - Renovations-FY13	1,896						1,896
	1,896 CT						1,896 CT
67G Prison System - Renovations-FY12	68						68
	68 CT						68 CT
67H Prison System - Renovations-FY09	285						285
	285 CT						285 CT
<b>CORRECTIONAL INSTITUTIONS - CAPITAL</b>	29,075	2,900	6,300	7,900	7,900	7,500	61,575
	2,350 CA						2,350 CA
		2,900 CN	6,300 CN	7,900 CN	7,900 CN	7,500 CN	32,500 CN
		23,025 CT					23,025 CT
		3,700 TT					3,700 TT
<b>PRISONS</b>	29,075	2,900	6,300	7,900	7,900	7,500	61,575
	2,350 CA						2,350 CA
		2,900 CN	6,300 CN	7,900 CN	7,900 CN	7,500 CN	32,500 CN
		23,025 CT					23,025 CT
		3,700 TT					3,700 TT

	2019 \$x000	2020 \$x000	2021 \$x000	2022 \$x000	2023 \$x000	2024 \$x000	2019 - 2024 \$x000
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## PUBLIC PROPERTY

### *BUILDINGS AND FACILITIES - OTHER*

68	Citywide Asbestos Abatement & Environmental Remediation	500 500 CN	500 500 CN	500 500 CN	500 500 CN	500 500 CN	500 500 CN	3,000 3,000 CN
68A	Citywide Asbestos Abatement & Environmental Remediation-FY18	500						500
			500 CT					500 CT
68B	Citywide Asbestos Abatement & Environmental Remediation-FY17	1						1
			1 CT					1 CT
68C	Citywide Asbestos Abatement & Environmental Remediation-FY16	29						29
			29 CT					29 CT
69	Improvements to Municipal Facilities	7,800 5,600 CN 500 CR 600 FB 1,100 PB	10,630 7,930 CN 500 CR 1,100 FB 1,100 PB	12,900 11,200 CN 500 CR 100 FB 1,100 PB	12,900 11,200 CN 500 CR 100 FB 1,100 PB	7,900 6,200 CN 500 CR 100 FB 1,100 PB	6,650 5,950 CN 500 CR 100 FB 100 PB	58,780 48,080 CN 3,000 CR 2,100 FB 5,600 PB

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
69A Improvements to Municipal Facilities-FY18	18,650 17,500 CT 50 FT 1,100 PT						18,650 17,500 CT 50 FT 1,100 PT
69B Improvements to Municipal Facilities-FY17	6,287 6,287 CT						6,287 6,287 CT
69C Improvements to Municipal Facilities-FY16	2,798 2,798 CT						2,798 2,798 CT
69F Improvements to Municipal Facilities-FY15	560 560 CT						560 560 CT
69G Improvements to Municipal Facilities-FY12	613 613 CT						613 613 CT
69H Improvements to Municipal Facilities-FY13	331 331 CT						331 331 CT
69I Improvements to Municipal Facilities-FY11	43 43 CT						43 43 CT
<b>BUILDINGS AND FACILITIES - OTHER</b>	38,112 6,100 CN 500 CR 28,662 CT 600 FB 50 FT 1,100 PB 1,100 PT	11,130 8,430 CN 500 CR 11,700 CN 100 FB 1,100 PB	13,400 500 CR 500 CR 11,700 CN 100 FB 1,100 PB	13,400 500 CR 500 CR 100 FB 100 FB 1,100 PB	8,400 6,700 CN 500 CR 100 FB 100 FB 100 PB	7,150 6,450 CN 500 CR 100 FB 100 FB 100 PB	91,592 51,080 CN 3,000 CR 28,662 CT 2,100 FB 50 FT 5,600 PB 1,100 PT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>PUBLIC PROPERTY - CAPITAL PROG ADMIN</b>							
70 Capital Program Administration Design and Engineering	3,800 3,500 CN 300 TB	3,800 3,500 CN 300 TB					7,600 7,000 CN 600 TB
70A Capital Program Administration Design and Engineering-FY18	4,200 4,200 CT						4,200 4,200 CT
70B Capital Program Administration Design and Engineering-FY17	5,000 5,000 CT						5,000 5,000 CT
70C Capital Program Administration Design and Engineering-FY16	250 250 CT						250 250 CT
70D Capital Program Administration Design and Engineering-FY14	142 142 CT						142 142 CT
70E Capital Program Administration Design and Engineering-FY12	518 518 CT						518 518 CT
70F Capital Program Administration Design and Engineering-FY11	105 105 CT						105 105 CT
<b>PUBLIC PROPERTY - CAPITAL PROG ADMIN</b>	<b>14,015 3,500 CN 10,215 CT 300 TB</b>	<b>3,800 3,500 CN 300 TB</b>					<b>17,815 7,000 CN 10,215 CT 600 TB</b>

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>PUBLIC PROPERTY</b>	52,127	14,930	13,400	13,400	8,400	7,150	109,407
	9,600 CN	11,930 CN	11,700 CN	11,700 CN	6,700 CN	6,450 CN	58,080 CN
	500 CR	500 CR	500 CR	500 CR	500 CR	500 CR	3,000 CR
	38,877 CT						38,877 CT
	600 FB	1,100 FB	100 FB	100 FB	100 FB	100 FB	2,100 FB
	50 FT						50 FT
	1,100 PB	1,100 PB	1,100 PB	1,100 PB	1,100 PB	100 PB	5,600 PB
	1,100 PT						1,100 PT
	300 TB	300 TB					600 TB

	2019 \$x000	2020 \$x000	2021 \$x000	2022 \$x000	2023 \$x000	2024 \$x000	2019 - 2024 \$x000
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## RECORDS

### CAPITAL PROJECTS

71	Records Improvements	550 550 CN	300 300 CN	250 250 CN			1,100 1,100 CN
71A	Records Improvements-FY18	225 225 CT					225 225 CT
71B	Records Improvements-FY17	2,752 2,752 CT					2,752 2,752 CT
71C	Records Improvements-FY15	195 195 CT					195 195 CT
71D	Records Improvements-FY14	32 32 CT					32 32 CT
71E	Records Improvements-FY13	11 11 CT					11 11 CT
71F	Records Improvements-FY11	1 1 CT					1 1 CT
<b>CAPITAL PROJECTS</b>		3,766 550 CN 3,216 CT	300 300 CN	250 250 CN			4,316 1,100 CN 3,216 CT
<b>RECORDS</b>		3,766 550 CN 3,216 CT	300 300 CN	250 250 CN			4,316 1,100 CN 3,216 CT

	2019 \$x000	2020 \$x000	2021 \$x000	2022 \$x000	2023 \$x000	2024 \$x000	2019 - 2024 \$x000
<b>STREETS</b>							
<i>BRIDGES</i>							
72 Bridge Reconstruction & Improvements	28,500 2,200 CN 19,200 FB	30,200 2,000 CN 20,800 FB	24,500 2,000 CN 16,000 FB	24,500 2,000 CN 16,000 FB	24,500 2,000 CN 16,000 FB	24,500 2,000 CN 16,000 FB	156,700 12,200 CN 104,000 FB
72A Bridge Reconstruction & Improvements-FY18	7,100 SB 42,250 750 CT 32,000 FT 9,500 ST	7,400 SB 42,250 750 CT 32,000 FT 9,500 ST	6,500 SB 42,000 2,500 CT 26,265 FT 1,260 PT 11,975 ST	40,500 SB 42,250 750 CT 32,000 FT 9,500 ST			
72B Bridge Reconstruction & Improvements-FT17							

	2019	2020	2021	2022	2023	2024	2019 - 2024
							\$x000
72C Bridge Reconstruction & Improvements-FY16	27,042						27,042
	1,542 CT						1,542 CT
	16,000 FT						16,000 FT
	1,000 PT						1,000 PT
	8,500 ST						8,500 ST
72D Bridge Reconstruction & Improvements-FY15	28,500						28,500
	1,000 CT						1,000 CT
	12,000 FT						12,000 FT
	1,000 PT						1,000 PT
	14,500 ST						14,500 ST
72E Bridge Reconstruction & Improvements-FY14	14,931						14,931
	803 CT						803 CT
	8,475 FT						8,475 FT
	5,653 ST						5,653 ST
72F Bridge Reconstruction & Improvements-FY13	14,588						14,588
	9,156 FT						9,156 FT
	5,432 ST						5,432 ST
72G Bridge Reconstruction & Improvements-FY12	1,947						1,947
	1,640 FT						1,640 FT
	307 ST						307 ST
72H Bridge Reconstruction & Improvements-FY11	2,359						2,359
	2,028 FT						2,028 FT
	331 ST						331 ST
72I Bridge Reconstruction & Improvements-FY10	847						847
	838 FT						838 FT
	9 ST						9 ST

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
72IJ Bridge Reconstruction & Improvements-FY09	2,611 2,494 FT 117 ST						2,611 2,494 FT 117 ST
72K Bridge Reconstruction & Improvements-FY08	1,155 972 FT 183 ST						1,155 972 FT 183 ST
72L Bridge Reconstruction & Improvements-FY07	5,441 1,898 FT 3,543 ST						5,441 1,898 FT 3,543 ST
<b>BRIDGES</b>	212,171 2,200 CN 6,595 CT 19,200 FB 113,766 FT 3,260 PT 7,100 SB 60,050 ST	30,200 2,000 CN 2,000 CN 2,000 CN 2,000 CN 16,000 FB 16,000 FB 7,400 SB 6,500 SB	24,500 2,000 CN 2,000 CN 2,000 CN 2,000 CN 16,000 FB 16,000 FB 6,500 SB	24,500 2,000 CN 2,000 CN 2,000 CN 2,000 CN 16,000 FB 16,000 FB 6,500 SB	24,500 2,000 CN 2,000 CN 2,000 CN 2,000 CN 16,000 FB 16,000 FB 6,500 SB	24,500 2,000 CN 2,000 CN 2,000 CN 2,000 CN 16,000 FB 16,000 FB 6,500 SB	340,371 12,200 CN 6,595 CT 104,000 FB 113,766 FT 3,260 PT 40,500 SB 60,050 ST
<b>GRADING &amp; PAVING</b>							
73 Reconstruction/Resurfacing of Streets	27,850 3,300 CA 23,550 CN 1,000 TB	28,400 28,400 CN 29,600 CN	29,600 32,000 CN	32,000 33,500 CN	33,500 33,500 CN	33,500 33,500 CN	184,850 3,300 CA 180,550 CN 1,000 TB
73A Reconstruction/Resurfacing of Streets-FY18	13,300 13,300 CT						13,300 13,300 CT
73B Reconstruction/Resurfacing of Streets-FY17	12,192 12,192 CT						12,192 12,192 CT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000						
73C Reconstruction/Resurfacing of Streets-FY16	4,768						4,768
	4,768 CT						4,768 CT
73D Reconstruction/Resurfacing of Streets-FY15	205						205
	205 CT						205 CT
73E Reconstruction/Resurfacing of Streets-FY14	517						517
	267 A						267 A
	250 CT						250 CT
74A Modernization of Transportation Facilities-FY18	1,200						1,200
	1,200 CT						1,200 CT
75A Historic Streets-FY16	250						250
	250 CT						250 CT
75B Historic Streets-FY15	124						124
	124 CT						124 CT
76A Rehabilitation of Stairways in Manayunk and Citywide-FY16	171						171
	171 CT						171 CT
<b>GRADING &amp; PAVING</b>	60,577	28,400	29,600	32,000	33,500	33,500	217,577
	267 A						267 A
	3,300 CA						3,300 CA
	23,550 CN	28,400 CN	29,600 CN	32,000 CN	33,500 CN	33,500 CN	180,550 CN
	32,460 CT						32,460 CT
	1,000 TB						1,000 TB

	2019 \$x000	2020 \$x000	2021 \$x000	2022 \$x000	2023 \$x000	2024 \$x000	2019 - 2024 \$x000
<b>IMPROVEMENTS TO CITY HIGHWAYS</b>							
77 Federal Aid Highway Program	33,000	49,025	47,000	22,000	22,000	22,000	195,025
	4,500 CN	4,205 CN	7,000 CN	2,000 CN	2,000 CN	2,000 CN	21,705 CN
	28,500 FB	34,820 FB	40,000 FB	20,000 FB	20,000 FB	20,000 FB	163,320 FB
			10,000 SB				10,000 SB
77A Federal Aid Highway Program-FY18	2,532						2,532
	2,500 CT						2,500 CT
	32 FT						32 FT
77B Federal Aid Highway Program-FY17	43,250						43,250
	5,050 CT						5,050 CT
	37,200 FT						37,200 FT
	1,000 PT						1,000 PT
77C Federal Aid Highway Program-FY16	21,857						21,857
	3,357 CT						3,357 CT
	16,500 FT						16,500 FT
	500 PT						500 PT
	1,500 ST						1,500 ST

		2019	2020	2021	2022	2023	2024	2019 - 2024
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
77D	Federal Aid Highway Program-FY15	50,830						50,830
		5,030 CT						5,030 CT
		22,400 FT						22,400 FT
		1,000 PT						1,000 PT
		22,400 ST						22,400 ST
77E	Federal Aid Highway Program-FY14	12,264						12,264
		1,714 CT						1,714 CT
		10,550 FT						10,550 FT
77F	Federal Aid Highway Program-FY13	21,494						21,494
		161 CT						161 CT
		14,740 FT						14,740 FT
		6,593 ST						6,593 ST
77G	Federal Aid Highway Program-FY12	540						540
		1 CT						1 CT
		539 FT						539 FT
77H	Federal Aid Highway Program-FY11	227						227
		227 FT						227 FT
77I	Federal Aid Highway Program-FY09	18						18
		18 FT						18 FT
77J	Federal Aid Highway Program-FY08	105						105
		105 FT						105 FT
77K	Federal Aid Highway Program-FY07	102						102
		102 FT						102 FT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>IMPROVEMENTS TO CITY HIGHWAYS</b>							
	186,219	49,025	47,000	22,000	22,000	22,000	348,244
	4,500 CN	4,205 CN	7,000 CN	2,000 CN	2,000 CN	2,000 CN	21,705 CN
	17,813 CT						17,813 CT
	28,500 FB	34,820 FB	40,000 FB	20,000 FB	20,000 FB	20,000 FB	163,320 FB
	102,413 FT						102,413 FT
	2,500 PT						2,500 PT
		10,000 SB					10,000 SB
	30,493 ST						30,493 ST
<b>SANITATION</b>							
78A Modernization of Sanitation Facilities-FY18	2,300						2,300
	2,300 CT						2,300 CT
78B Modernization of Sanitation Facilities-FY17	2,134						2,134
	2,134 CT						2,134 CT
78C Modernization of Sanitation Facilities-FY16	206						206
	206 CT						206 CT
78D Modernization of Sanitation Facilities-FY15	2						2
	2 CT						2 CT
78E Modernization of Sanitation Facilities-FY14	38						38
	38 CT						38 CT
<b>SANITATION</b>	<b>4,680</b>						<b>4,680</b>
	4,680 CT						4,680 CT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>STREET LIGHTING</b>							
79 Street Lighting Improvements	500 500 CN	1,400 1,400 CN	500 500 CN	500 500 CN	500 500 CN	500 500 CN	3,900 3,900 CN
79A Street Lighting Improvements-FY18	2,300 2,300 CT						2,300 2,300 CT
79B Street Lighting Improvements-FY17	250 250 CT						250 250 CT
79C Street Lighting Improvements-FY16	205 205 CT						205 205 CT
79D Street Lighting Improvements-FY15	200 200 CT						200 200 CT
79E Street Lighting Improvements-FY14	200 200 CT						200 200 CT
79F Alley Lighting Improvements-FY12	1 1 CT						1 1 CT
<b>STREET LIGHTING</b>	<b>3,656 500 CN 3,156 CT</b>	<b>1,400 1,400 CN</b>	<b>500 500 CN</b>	<b>500 500 CN</b>	<b>500 500 CN</b>	<b>500 500 CN</b>	<b>7,056 3,900 CN 3,156 CT</b>

	2019 \$x000	2020 \$x000	2021 \$x000	2022 \$x000	2023 \$x000	2024 \$x000	2019 - 2024 \$x000
<b>STREETS DEPARTMENT FACILITIES</b>							
80 Streets Department Facilities	6,300 2,300 CN 4,000 PB	2,650 2,650 CN	750 750 CN	500 500 CN			10,200 6,200 CN 4,000 PB
81A Streets Department Support Facilities-FY16	500 500 CT						500 500 CT
81B Streets Department Support Facilities-FY15	250 250 CT						250 250 CT
81C Streets Department Support Facilities-FY14	300 300 CT						300 300 CT
<b>STREETS DEPARTMENT FACILITIES</b>							
	7,350 2,300 CN 1,050 CT 4,000 PB	2,650 2,650 CN	750 750 CN	500 500 CN			11,250 6,200 CN 1,050 CT 4,000 PB

	2019	2020	2021	2022	2023	2024	2019 - 2024
							\$x000
<b>TRAFFIC ENGINEERING IMPS</b>							
82 Traffic Control	8,450	10,500	10,500	10,500	50,500	50,500	140,950
	2,450 CN	2,500 CN	2,500 CN	2,500 CN	2,500 CN	2,500 CN	14,950 CN
	3,000 FB	4,000 FB	4,000 FB	4,000 FB	34,000 FB	34,000 FB	83,000 FB
	3,000 SB	4,000 SB	4,000 SB	4,000 SB	14,000 SB	14,000 SB	43,000 SB
82A Traffic Control-FY18	11,300						11,300
	1,300 CT						1,300 CT
	5,000 FT						5,000 FT
	5,000 ST						5,000 ST
82B Traffic Control-FY17	11,300						11,300
	1,300 CT						1,300 CT
	5,000 FT						5,000 FT
	5,000 ST						5,000 ST
82C Traffic Control-FY16	13,280						13,280
	480 CT						480 CT
	6,800 FT						6,800 FT
	1,000 PT						1,000 PT
	5,000 ST						5,000 ST

	2019	2020	2021	2022	2023	2024	2019 - 2024
							\$x000
82D Traffic Control-FY15	8,900						8,900
	500 CT						500 CT
	4,600 FT						4,600 FT
	3,800 ST						3,800 ST
82E Traffic Control-FY14	3,922						3,922
	426 CT						426 CT
	3,496 FT						3,496 FT
<b>TRAFFIC ENGINEERING IMPS</b>	57,152	10,500	10,500	10,500	50,500	50,500	189,652
	2,450 CN	2,500 CN	2,500 CN	2,500 CN	2,500 CN	2,500 CN	14,950 CN
	4,006 CT						4,006 CT
	3,000 FB	4,000 FB	4,000 FB	4,000 FB	34,000 FB	34,000 FB	83,000 FB
	24,896 FT						24,896 FT
	1,000 PT						1,000 PT
	3,000 SB	4,000 SB	4,000 SB	4,000 SB	14,000 SB	14,000 SB	43,000 SB
	18,800 ST						18,800 ST
<b>STREETS</b>	531,805	122,175	112,850	90,000	131,000	131,000	1,118,830
	267 A						267 A
	3,300 CA						3,300 CA
	35,500 CN	41,155 CN	42,350 CN	39,500 CN	40,500 CN	40,500 CN	239,505 CN
	69,760 CT						69,760 CT
	50,700 FB	59,620 FB	60,000 FB	40,000 FB	70,000 FB	70,000 FB	350,320 FB
	241,075 FT						241,075 FT
	4,000 PB						4,000 PB
	6,760 PT						6,760 PT
	10,100 SB	21,400 SB	10,500 SB	10,500 SB	20,500 SB	20,500 SB	93,500 SB
	109,343 ST						109,343 ST
	1,000 TB						1,000 TB

	2019 \$x000	2020 \$x000	2021 \$x000	2022 \$x000	2023 \$x000	2024 \$x000	2019 - 2024 \$x000
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## TRANSIT

### *TRANSIT IMPROVEMENTS - SEPTA*

83	SEPTA Bridge, Track, Signal, and Infrastructure Improvements	123,115 7 CA	166,213	138,021	139,322	146,963	141,259	854,893 7 CA
		2,609 CN	3,393 CN	3,178 CN	3,284 CN	3,569 CN	3,427 CN	19,460 CN
		16,190 FO	25,657 FO	6,040 FO	4,092 FO			51,979 FO
		103,449 SO	136,043 SO	127,725 SO	130,870 SO	142,224 SO	136,703 SO	777,014 SO
		860 TO	1,120 TO	1,078 TO	1,076 TO	1,170 TO	1,129 TO	6,433 TO

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000						
83A SEPTA Bridge, Track, Signal, and Infrastructure Improvements-FY18	2,532						2,532
	2,532 CT						2,532 CT
83B SEPTA Bridge, Track, Signal, and Infrastructure Improvements-FY17	717						717
	717 CT						717 CT
83C SEPTA Bridge, Track, Signal, and Infrastructure Improvements-FY16	23						23
	23 CT						23 CT
83D SEPTA Bridge, Track, Signal, and Infrastructure Improvements-FY15	1						1
	1 CT						1 CT
84 SEPTA Station and Parking Improvements	56,638	33,094	37,843	42,749	38,456	33,928	242,708
	30 CA						30 CA
	1,750 CN	960 CN	1,182 CN	1,353 CN	1,197 CN	1,055 CN	7,497 CN
	404 FO	2,087 FO	188 FO				2,679 FO
	54,376 SO	30,009 SO	36,440 SO	41,371 SO	37,215 SO	32,850 SO	232,261 SO
	78 TO	38 TO	33 TO	25 TO	44 TO	23 TO	241 TO

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000						
84A SEPTA Station and Parking Improvements-FY18	950						950 950 CT
84B SEPTA Station and Parking Improvements-FY17	11						11 11 CT
85 SEPTA Passenger Information, Communications, and System Controls	42,194	81,225					123,419
	611 CN	1,176 CN					1,787 CN
	19,567 FO	37,667 FO					57,234 FO
	21,894 SO	42,147 SO					64,041 SO
	122 TO	235 TO					357 TO
85A SEPTA Passenger Information, Communications, and System Controls-FY18	118						118
	118 CT						118 CT
86 Rail Vehicle / Equipment Acquisition and Improvement Program	42,069	36,015	22,150	21,480	51,220		172,934
	83 CN	723 CN	500 CN	485 CN	795 CN		2,586 CN
	40,391 FO	4,000 FO			16,000 FO		60,391 FO
	1,557 SO	30,982 SO	21,436 SO	20,787 SO	34,084 SO		108,846 SO
	38 TO	310 TO	214 TO	208 TO	341 TO		1,111 TO
86A Rail Vehicles/Equip Acquisitions & Improvement Program-FY18	527						527 527 CT
<b>TRANSIT IMPROVEMENTS - SEPTA</b>	<b>226,826</b>	<b>322,601</b>	<b>211,879</b>	<b>204,221</b>	<b>206,899</b>	<b>226,407</b>	<b>1,398,833</b>
	37 CA						37 CA
	4,970 CN	5,612 CN	5,083 CN	5,137 CN	5,251 CN	5,277 CN	31,330 CN
	4,879 CT						4,879 CT
	36,161 FO	105,802 FO	10,228 FO	4,092 FO		16,000 FO	172,283 FO
	179,719 SO	209,756 SO	195,147 SO	193,677 SO	200,226 SO	203,637 SO	1,182,162 SO
	1,060 TO	1,431 TO	1,421 TO	1,315 TO	1,422 TO	1,493 TO	8,142 TO

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000						
TRANSIT	226,826	322,601	211,879	204,221	206,899	226,407	1,398,833
	37 CA						37 CA
	4,970 CN	5,612 CN	5,083 CN	5,137 CN	5,251 CN	5,277 CN	31,330 CN
	4,879 CT						4,879 CT
	36,161 FO	105,802 FO	10,228 FO	4,092 FO		16,000 FO	172,283 FO
	179,719 SO	209,756 SO	195,147 SO	193,677 SO	200,226 SO	203,637 SO	1,182,162 SO
	1,060 TO	1,431 TO	1,421 TO	1,315 TO	1,422 TO	1,493 TO	8,142 TO

	2019 \$x000	2020 \$x000	2021 \$x000	2022 \$x000	2023 \$x000	2024 \$x000	2019 - 2024 \$x000
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## WATER

### *COLLECTOR SYSTEMS - CAPITAL*

87	Improvements to Collector System	113,000 2,950 FB 10 PB 2,950 SB 200 TB 106,390 XN 500 XR	113,000 2,950 FB 10 PB 2,950 SB 200 TB 106,390 XN 500 XR	174,385 2,950 FB 10 PB 2,950 SB 200 TB 158,783 XN 9,492 XR	169,785 2,950 FB 10 PB 2,950 SB 200 TB 148,353 XN 15,322 XR	169,785 2,950 FB 10 PB 2,950 SB 200 TB 149,559 XN 14,116 XR	169,785 2,950 FB 10 PB 2,950 SB 200 TB 149,559 XN 14,116 XR	909,740 17,700 FB 60 PB 17,700 SB 1,200 TB 819,034 XN 54,046 XR
87A	Improvements to Collector System-FY18	101,618 1,000 FT 10 PT 5,000 ST 500 XR 95,108 XT						101,618 1,000 FT 10 PT 5,000 ST 500 XR 95,108 XT
87B	Improvements to Collector System-FY17	27,853 3,050 FT 10 PT 2,800 ST 6,629 XR 15,364 XT						27,853 3,050 FT 10 PT 2,800 ST 6,629 XR 15,364 XT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
87C Improvements to Collector System-FY16	19,852 1,410 XR 18,442 XT						19,852 1,410 XR 18,442 XT
87D Improvements to Collector System-FY15	18,942 500 XR 18,442 XT						18,942 500 XR 18,442 XT
87E Improvements to Collector System-FY14	1,019 719 XR 300 XT						1,019 719 XR 300 XT
<b>COLLECTOR SYSTEMS - CAPITAL</b>	<b>282,284</b> 2,950 FB 4,050 FT 10 PB 20 PT 2,950 SB 7,800 ST 200 TB 106,390 XN 10,258 XR 147,656 XT	<b>113,000</b> 2,950 FB 2,950 FB 10 PB 20 PT 2,950 SB 200 TB 106,390 XN 500 XR 9,492 XR 500 XR	<b>174,385</b> 2,950 FB 2,950 FB 10 PB 20 PT 2,950 SB 200 TB 158,783 XN 148,353 XN 15,322 XR 500 XR	<b>169,785</b> 2,950 FB 2,950 FB 10 PB 20 PT 2,950 SB 200 TB 149,559 XN 149,559 XN 14,116 XR 500 XR	<b>169,785</b> 2,950 FB 2,950 FB 10 PB 20 PT 2,950 SB 200 TB 149,559 XN 149,559 XN 14,116 XR 500 XR	<b>169,785</b> 2,950 FB 2,950 FB 10 PB 20 PT 2,950 SB 200 TB 149,559 XN 149,559 XN 14,116 XR 500 XR	<b>1,079,024</b> 17,700 FB 4,050 FT 60 PB 20 PT 17,700 SB 7,800 ST 1,200 TB 819,034 XN 63,804 XR 147,656 XT
<b>CONVEYANCE SYSTEMS - CAPITAL</b>							
88 Improvements to Conveyance System	89,060 100 FB 10 PB 100 SB 88,350 XN 500 XR	93,060 100 FB 10 PB 100 SB 92,350 XN 500 XR	71,060 100 FB 10 PB 100 SB 70,350 XN 500 XR	75,060 100 FB 10 PB 100 SB 74,350 XN 500 XR	78,060 100 FB 10 PB 100 SB 77,350 XN 500 XR	82,060 100 FB 10 PB 100 SB 81,350 XN 500 XR	488,360 600 FB 60 PB 600 SB 484,100 XN 3,000 XR

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
88A Improvements to Conveyance System-FY18	54,326						54,326
	100 FT						100 FT
	10 PT						10 PT
	100 ST						100 ST
	500 XR						500 XR
	53,616 XT						53,616 XT
88B Improvements to Conveyance System-FY17	37,548						37,548
	100 FT						100 FT
	100 ST						100 ST
	500 XR						500 XR
	36,848 XT						36,848 XT
88C Improvements to Conveyance System-FY16	382						382
	339 XR						339 XR
	43 XT						43 XT
88D Improvements to Conveyance System-FY15	4,070						4,070
	89 XR						89 XR
	3,981 XT						3,981 XT
88E Improvements to Conveyance System-FY14	17						17
	17 XT						17 XT
<b>CONVEYANCE SYSTEMS - CAPITAL</b>	<b>185,403</b>	<b>93,060</b>	<b>71,060</b>	<b>75,060</b>	<b>78,060</b>	<b>82,060</b>	<b>584,703</b>
	100 FB	100 FB	100 FB	100 FB	100 FB	100 FB	600 FB
	200 FT						200 FT
	10 PB	10 PB	10 PB	10 PB	10 PB	10 PB	60 PB
	10 PT						10 PT
	100 SB	100 SB	100 SB	100 SB	100 SB	100 SB	600 SB
	200 ST						200 ST
	88,350 XN	92,350 XN	70,350 XN	74,350 XN	77,350 XN	81,350 XN	484,100 XN
	1,928 XR	500 XR	500 XR	500 XR	500 XR	500 XR	4,428 XR
	94,505 XT						94,505 XT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000						
<b><i>GENERAL - CAPITAL</i></b>							
89 Engineering and Material Support	31,645	32,234	32,841	33,467	34,111	34,774	199,072
	31,645 XR	32,234 XR	32,841 XR	33,467 XR	34,111 XR	34,774 XR	199,072 XR
89A Engineering and Material Support-FY18	26,746						26,746
	22,335 XR						22,335 XR
	4,411 XT						4,411 XT
89B Engineering and Material Support-FY17	27,871						27,871
	27,871 XR						27,871 XR
89C Engineering and Material Support-FY16	2,784						2,784
	2,784 XR						2,784 XR
89D Engineering and Material Support-FY15	1,124						1,124
	1,124 XR						1,124 XR
89E Engineering and Material Support-FY14	2,848						2,848
	2,848 XR						2,848 XR
89F Engineering and Material Support-FY13	6,000						6,000
	6,000 XR						6,000 XR
<b><i>GENERAL - CAPITAL</i></b>	<b>99,018</b>	<b>32,234</b>	<b>32,841</b>	<b>33,467</b>	<b>34,111</b>	<b>34,774</b>	<b>266,445</b>
	94,607 XR	32,234 XR	32,841 XR	33,467 XR	34,111 XR	34,774 XR	262,034 XR
	4,411 XT						4,411 XT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000						
<b>TREATMENT FACILITIES - CAPITAL</b>							
90 Improvements to Treatment Facilities	120,000	120,000	120,000	120,000	120,000	120,000	720,000
	100 FB	600 FB					
	100 SB	600 SB					
	119,063 XN	119,300 XN	114,800 XN	114,800 XN	114,800 XN	114,800 XN	697,563 XN
	737 XR	500 XR	5,000 XR	5,000 XR	5,000 XR	5,000 XR	21,237 XR
90A Improvements to Treatment Facilities-FY18	64,775						64,775
	713 XR						713 XR
	64,062 XT						64,062 XT
90B Improvements to Treatment Facilities-FY17	5,267						5,267
	2,000 XR						2,000 XR
	3,267 XT						3,267 XT
90C Improvements to Treatment Facilities-FY16	14,969						14,969
	14,969 XR						14,969 XR
90D Improvements to Treatment Facilities-FY15	4,175						4,175
	3,975 XR						3,975 XR
	200 XT						200 XT
<b>TREATMENT FACILITIES - CAPITAL</b>							
	209,186	120,000	120,000	120,000	120,000	120,000	809,186
	100 FB	600 FB					
	100 SB	600 SB					
	119,063 XN	119,300 XN	114,800 XN	114,800 XN	114,800 XN	114,800 XN	697,563 XN
	22,394 XR	500 XR	5,000 XR	5,000 XR	5,000 XR	5,000 XR	42,894 XR
	67,529 XT						67,529 XT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000						
WATER	775,891	358,294	398,286	398,312	401,956	406,619	2,739,358
	3,150 FB	18,900 FB					
	4,250 FT						4,250 FT
	20 PB	120 PB					
	30 PT						30 PT
	3,150 SB	18,900 SB					
	8,000 ST						8,000 ST
	200 TB	1,200 TB					
	313,803 XN	318,040 XN	343,933 XN	337,503 XN	341,709 XN	345,709 XN	2,000,697 XN
	129,187 XR	33,734 XR	47,833 XR	54,289 XR	53,727 XR	54,390 XR	373,160 XR
	314,101 XT						314,101 XT

	2019 \$x000	2020 \$x000	2021 \$x000	2022 \$x000	2023 \$x000	2024 \$x000	2019 - 2024 \$x000
<b>ZOO</b>							
<i>PHILADELPHIA ZOO - CAPITAL</i>							
91 Philadelphia Zoo Facility and Infrastructure Improvements	16,500	15,500	15,500	15,500	15,500	15,500	94,000
	1,500 CN	500 CN	500 CN	500 CN	500 CN	500 CN	4,000 CN
	15,000 PB	90,000 PB					
91A Philadelphia Zoo Facility and Infrastructure Improvements-FY18	13,000						13,000
	13,000 PT						13,000 PT
91B Philadelphia Zoo Facility and Infrastructure Improvements-FY17	2,430						2,430
	850 CT						850 CT
	1,580 PT						1,580 PT
91C Philadelphia Zoo Facility and Infrastructure Improvements-FY16	1,912						1,912
	832 CT						832 CT
	1,080 PT						1,080 PT

	2019	2020	2021	2022	2023	2024	2019 - 2024
	\$x000						
91D Philadelphia Zoo Facility and Infrastructure Improvements-FY15	3,826						3,826
	726 CT						726 CT
	3,100 PT						3,100 PT
91E Philadelphia Zoo Facility and Infrastructure Improvements-FY14	505						505
	505 CT						505 CT
91F Philadelphia Zoo Facility and Infrastructure Improvements-FY13	92						92
	92 CT						92 CT
91G Philadelphia Zoo Facility and Infrastructure Improvements-FY11	5						5
	5 CT						5 CT
91H Philadelphia Zoo Facility and Infrastructure Improvements-FY10	22						22
	22 CT						22 CT
<b>PHILADELPHIA ZOO - CAPITAL</b>	<b>38,292</b>	<b>15,500</b>	<b>15,500</b>	<b>15,500</b>	<b>15,500</b>	<b>15,500</b>	<b>115,792</b>
	1,500 CN	500 CN	500 CN	500 CN	500 CN	500 CN	4,000 CN
	3,032 CT						3,032 CT
	15,000 PB	90,000 PB					
	18,760 PT						18,760 PT
<b>ZOO</b>	<b>38,292</b>	<b>15,500</b>	<b>15,500</b>	<b>15,500</b>	<b>15,500</b>	<b>15,500</b>	<b>115,792</b>
	1,500 CN	500 CN	500 CN	500 CN	500 CN	500 CN	4,000 CN
	3,032 CT						3,032 CT
	15,000 PB	90,000 PB					
	18,760 PT						18,760 PT