



## FOR FISCAL YEARS 2023-2027

Thirty-First Five Year Plan for the City of Philadelphia  
Pursuant to the Pennsylvania Intergovernmental Cooperation Authority

**PRESENTED TO CITY COUNCIL MARCH 31, 2022**

James F. Kenney, Mayor

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**City of Philadelphia  
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For the Fiscal Year Beginning

**July 01, 2021**

*Christopher P. Morill*

**Executive Director**

# LETTER FROM THE MAYOR



## FELLOW PHILADELPHIANS,

I am pleased to present my seventh proposed Five Year Financial and Strategic Plan, covering Fiscal Years 2023-2027.

As we mark two years since the COVID-19 pandemic first hit Philadelphia in March of 2020, we're reminded of the immense challenges that all Philadelphians have confronted, both on a public health and economic scale. Each of us has had to make sacrifices and we have seen the impacts continue to ripple out into our communities ever since.



Here and across the world, we have lost friends and loved ones. People faced uncertain economic futures and isolation, children and families endured school closures and virtual learning, and business owners everywhere were forced to navigate restrictions and shutdowns.

We faced those seismic changes together, and now — thanks to the collective hope and determination our city never lost, and bolstered by critical federal financial support — we are well-positioned for recovery in the wake of the pandemic. Reflecting on our progress, we're reminded of the many ways the City, along with all of our partner organizations across the region, stepped up to provide unprecedented support for our people in a time of great need.



### **We got vaccinated.**

Since the life-saving vaccines started rolling out, Philadelphia has become one of the most vaccinated cities in the country. This is thanks to the Department of Public Health's tireless efforts and our incredible healthcare partners. More than 76 percent of Philadelphia adults are now fully vaccinated, and 93 percent of residents 12 and older have received at least one dose. These vaccines are nothing short of a miracle, and they remain the best and quickest way we can start getting back to more of the things we love and miss.



### **We supported families and children.**

Over the past two years, we've distributed over 23 million meals and over 41 million pounds of food. The City also established Access Centers at libraries, recreation centers, and community-based sites — giving families without childcare options a safe, supervised space where children could participate in virtual learning while school buildings were closed. This year we helped more than 1,500 families access \$6 million in direct cash aid, through the Child Tax Credit and other federal programs.



### **We helped Philadelphians stay in their homes.**

Since May 2020, we've helped nearly 40,000 households stay in their homes through our COVID-19 rental assistance program, PHL Rent Assist, disbursing more than \$253 million in federal, state and local funds to support families and individuals.



### **We supported local businesses and workers.**

Despite the pandemic's enormous impact on the City's budget, since March 2020, more than \$140 million in government, philanthropic, and private funding has been directed to our small businesses and nonprofits — including four grant programs stood up by our Department of Commerce, PIDC, and the Commonwealth. Those funds have been lifelines for thousands of local businesses — with a focus on hard-hit minority-owned businesses. Our Worker Relief Fund also provided more than \$2.2 million in emergency cash assistance to over 2,800 workers left out of federal and state relief programs.



### **We worked to bridge the digital divide.**

The pandemic created an urgent need to help students get internet access for online learning. In response, the City worked with a number of partners to launch PHLConnectED — a program that provides free and reliable internet access to pre-K–12 students in need. Since its launch in August 2020, PHLConnectED has enabled over 21,000 internet connections for pre-K–12 households in Philadelphia and is working to provide digital skills support for caregivers.

I remind everyone of these achievements because each one of them required dozens of dedicated public servants working around the clock to support our residents during a time of ever-changing needs. They also remind us of the remarkable resilience of our residents and what is possible when we all work together to address those needs.

This Five Year Plan builds on these and many other efforts so that Philadelphians in every neighborhood can benefit from a strong, equitable recovery. It focuses on providing core services, maintaining the City's long-term fiscal health, harnessing the power of government to reduce racial disparities among Philadelphians, and advancing equitable outcomes for all Philadelphians.

As we prepared this year's budget proposal, I'm proud that we initiated a comprehensive public engagement process regarding City spending. We held over 20 community engagement sessions with more than 500 residents, business owners, non-profits, arts and culture organizations, city employees, and more. Their participation in our engagement sessions offered insight into Philadelphia's needs and vision for our city, which we used to create our FY23 budget.

This budget was written by Philadelphians, for Philadelphians.

An integral part of our Five Year Plan is the roughly \$1.4 billion we're receiving from the American Rescue Plan (ARP), passed by the 117th Congress and signed into law by President Biden last

March. The support from the American Rescue Plan represented a significant turning point for Philadelphia, not just in the fight against the pandemic but for the future of our great city. This one-time federal relief helps ease the effects of projected revenue declines stemming from the pandemic.

At the same time, the funds we're receiving from the ARP are less than the actual need over five years to position our City to thrive: to fully fund service needs and priorities; and keep city finances on a stable, sustainable path. And, while the City received \$1.4 billion from the ARP, it was facing a \$1.5 billion gap over the course of the last Five Year Plan.

We must be prudent and intentional to ensure our resources are best directed to the pressing issues facing Philadelphians today, while at the same time investing in resources that will set our city up for success in the years ahead — and all with an racial equity lens so that every Philadelphian is part of that success.

To reduce and prevent the gun violence that's been tearing our communities apart, this plan dedicates more than \$184 million in collective violence prevention and anti-violence funding to help make our communities safer and reduce violence, an 18.5 percent increase over last year. We'll dedicate an additional \$12 million for the Anti-Violence Community Expansion Grant Program, which directly funds and supports community-based organizations that are focused on reducing violence through trauma-informed healing and restorative practices in the neighborhoods most affected by violence. That brings our total investment in this program to more than \$32 million over this and last fiscal year.

To further address public safety and reduce violence, we'll invest an additional \$6 million to expand evidence-based programs that target those most at risk of being a victim or a perpetrator of gun violence and provide connections to services, treatment and employment. This includes investments for our Group Violence Intervention (GVI) program, the Community Crisis Intervention Program (CCIP), and the implementation of a local version of READI (Rapid Employment and Development Initiative) that will help decrease shootings among those at highest risk of gun violence, and enhanced behavioral health supports.

This plan also doubles down on our historic support for quality education, investing almost \$1.4 billion of General Fund dollars in the School District of Philadelphia and about \$250 million for the Community College of Philadelphia over five years, as well increased funding for PHLpreK, which has now benefited more than 10,000 children and counting, with 300 new slots to be funded this year. We're also pleased to announce plans to extend Community Schools services to three more schools in the fall.

Through this plan, we'll meet the needs of Philadelphians today and in the future by modernizing and maintaining infrastructure and public spaces. We'll invest an additional \$48 million over five years to ensure residents can use the resources at the Free Library of Philadelphia, working with new director Kelly Richards to chart an equitable and inclusive path forward for Philadelphians and visitors. And we will invest in our vibrant arts and cultural sector, including support for our

internal staff, grants through the Cultural Fund, and direct support to institutions and organizations. We'll continue to deliver the promise of our Rebuild initiative — made possible because of the Philadelphia Beverage Tax. Rebuild has cut the ribbon on 9 projects, with another 11 preparing for or in construction, and 40 sites have started community engagement and design. Through this more than \$400 million signature program, we'll improve our parks, recreation centers, playgrounds, and libraries for the next generation of Philadelphians.

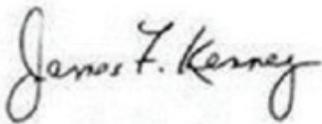
Our vision of a thriving economy that provides opportunities to all its residents and neighborhoods will be further propelled by the implementation of the federal Bipartisan Infrastructure Law. This once in a generation infusion of federal funding should bring more than \$1 billion in funds for roads, bridges, transit, water infrastructure and broadband access to the City, and thousands of new jobs. This gives us an enormous opportunity to mobilize these investments in service of dismantling — not recreating — the structural barriers that have excluded Black and brown business owners and workers from public works projects.

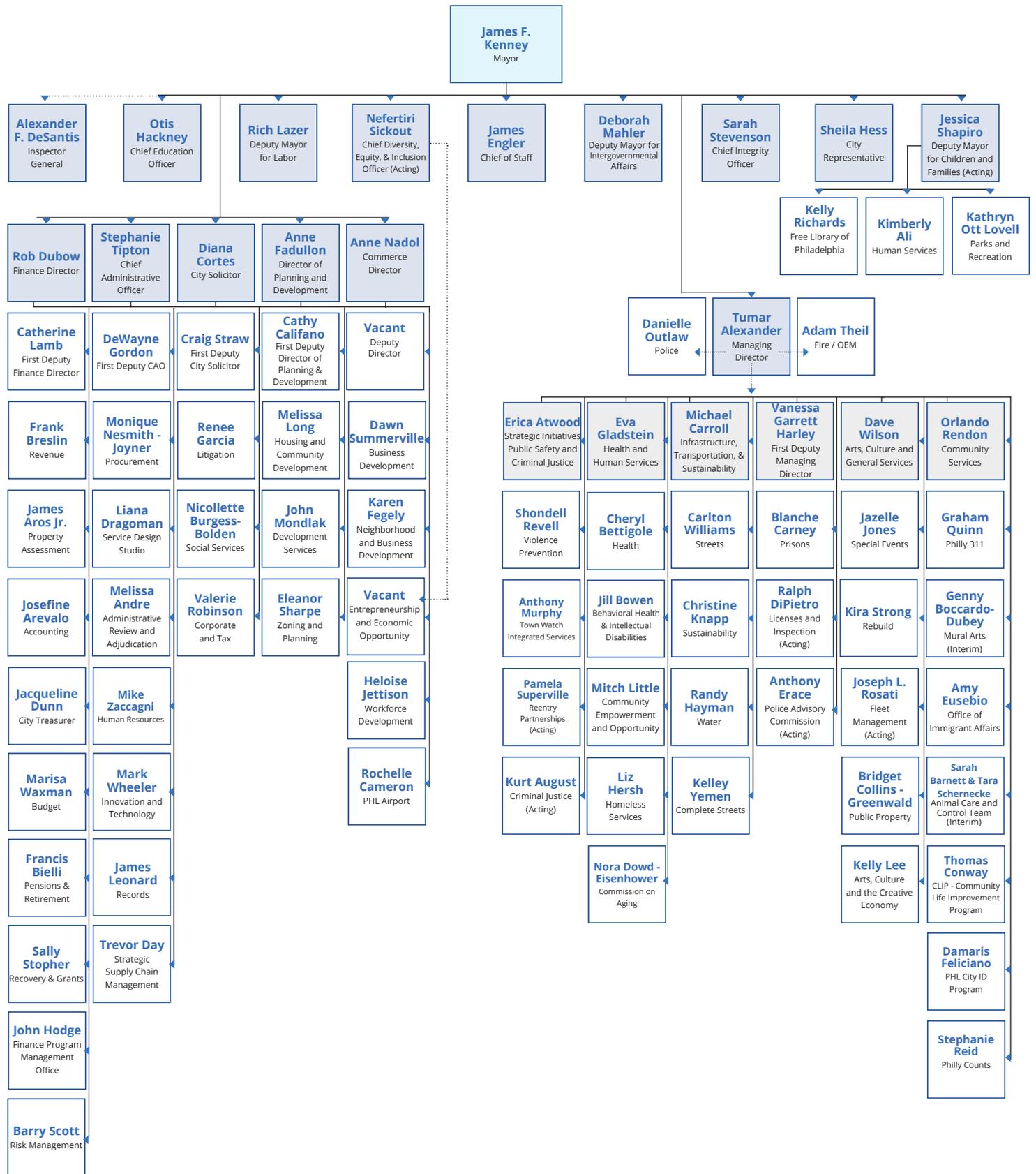
The Plan includes a \$20 million dollar investment across twelve City agencies in FY23, and \$116 million over the five year plan, to prepare for the Bipartisan Infrastructure Law so that Philadelphia can compete successfully for federal dollars and deliver high-quality infrastructure projects. In addition to those operating funds, the FY23 Capital Program includes \$60 million in funding for local matching grants.

This Five Year Plan embodies hope, expanding on our vision of how Philadelphia can grow and prosper as we move past the worst of the pandemic. This virus will be with us for the foreseeable future, but we now have knowledge, data, and proven tools to manage it and are learning to move forward together in ways that promote public health and reflect the realities of life and society. I am more confident than ever of the City's ability to meet this challenge.

I am so optimistic about the future of Philadelphia, because I know how strong and resilient Philadelphians are. With more jobs coming back, children learning in person again, local unemployment continuing to decrease, construction booming, tourism on the upswing, and a vaccination rate among the highest in the country, I remain confident that Philadelphia's best days are ahead of us and the investments laid out in this plan will help us reach our full potential.

With appreciation and gratitude,

A handwritten signature in black ink that reads "James F. Kenney". The signature is written in a cursive, flowing style.



**MAYOR**
 **MANAGING DIRECTOR'S OFFICE DEPUTIES**
 **CABINET MEMBERS**



# INTRODUCTION

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**Mayor Kenney's Vision:** To transform Philadelphia into a city where equal opportunities are open to all residents, race is not a determinant of success, and diversity is elevated as one of Philadelphia's greatest assets.

As the pandemic enters its third year, the City—like communities across the nation and the world—has begun to stabilize and build for a stronger future. The FY23-27 Plan incorporates the lessons of a second year of pandemic: from the challenges of the Omicron variant to our growth into one of the most vaccinated cities in the country. As the end of his second term approaches, this Five Year Plan returns Philadelphia to a position of strength, builds a foundation for the future and revives the Mayor's commitment to leave a legacy of true and lasting equity and undergirded by the Mayor's key priorities:

- ▲ **QUALITY EDUCATION FOR ALL**
- ▲ **A SAFER AND MORE JUST PHILADELPHIA**
- ▲ **HEALTH EQUITY FOR ALL**
- ▲ **INCLUSIVE ECONOMY AND THRIVING NEIGHBORHOODS, AND**
- ▲ **DIVERSE, EFFICIENT, AND EFFECTIVE GOVERNMENT**

To achieve this vision, the City has further expanded its approach to equitable engagement and racial equity as a guiding principle for decision-making about spending with concerted efforts to engage Black and Brown Philadelphians. This Five Year Plan was informed by over 20 sessions with 500+ residents, community leaders, and City employees, and a public town hall with Mayor Kenney.

Despite the continuing challenges of the pandemic and lingering uncertainty about City revenues due to the massive and still-ongoing changes to the ways the Philadelphia region works and plays, the City of Philadelphia remains resilient. During the second year of the pandemic, the City continued to swiftly launch new programs and expand existing ones to provide immediate assistance to meet the needs of residents and businesses. The Administration remains committed to helping all Philadelphians confront the challenges grounded in economic and racial inequities that have been exacerbated by the pandemic.

While some uncertainty from the long tail of the pandemic endures, the City has moved from two years of pandemic-related budget shortfalls into a more positive budget picture. We have not returned to the level of positive fund balances the City had worked to build pre-pandemic but bolstered by the \$1.4 billion in American Rescue Plan State and Local Fiscal Relief Funds, the City has been able to sustain current operations, provide a small cushion against future disruptions, and make targeted investments. These investments are designed to improve educational equity and public safety and to prepare for the influx of dollars and opportunity coming from the historic federal investment from the Bipartisan Infrastructure Law.

Direct federal relief has also been critical to Philadelphia residents and businesses, including the changes to the Child Tax Credit, which dropped child poverty in Philadelphia while it was in place during 2021. The Mayor's commitments and priorities laid out in the FY23-27 Five Year Plan continue to support a comprehensive and multigenerational approach to lifting 100,000 residents out of poverty over the next eight years. The City will continue to advocate for the federal legislative proposals that would accelerate the achievement of this goal with the permanent expansion of programs such as the Child Tax Credit and the Earned Income Tax Credit (EITC).



## QUALITY EDUCATION FOR ALL

Mayor Kenney is building on the historic commitments to public education that he has made over his two terms by investing nearly \$1.4 billion over the life of the FY23-27 Five Year Plan in the School District of Philadelphia, in addition to local tax revenues that support the District. FY23 includes \$270 million in funding for the School District of Philadelphia. This funding is in addition to \$1.3 billion the School District received from the American Rescue Plan, providing critical relief and fiscal stability.

In continued pursuit of accessible and affordable community college the FY23 Budget maintains support for the Octavius Catto Scholarship at the Community College of Philadelphia (CCP). Since its start in FY21, over 500 Catto Scholars have received tuition-free enrollment. The City's investment for the Catto Scholarship is projected at \$10.8 million in FY23 and \$56.7 million over the life of the Five Year Plan. Combined, the City proposes investing a total of more than \$250 million in CCP over the next five years to further the accessibility, affordability, and attractiveness of CCP as a post-secondary institution of choice.

The FY23 budget provides for the continued expansion of the PHLPreK and Community Schools programs, supported by revenue from the Philadelphia Beverage Tax. PHLPreK will expand by 300 PreK slots, for a total of 4,300 slots citywide, to provide free and high-quality early learning services that lay a critical foundation for children and families and have already served over 10,000 children. Three new Community Schools in FY23 will bring the total number to 20 schools that provide community-based supports that serve a wide range of needs for students, families, and communities.

The Free Library of Philadelphia also supports learning opportunities for residents across the city, from young to old. We'll invest an additional \$48 million over five years to ensure residents can use the resources at the Free Library of Philadelphia, working with new director Kelly Richards to chart an equitable and inclusive path forward for Philadelphians and visitors.



Recognizing the persistent inequities in digital access, the Mayor remains committed to closing the city's digital divide. The City will continue to build on the success of the PHLConnectED initiative, which has enabled over 21,000 internet connections for pre-K-12 households in

Philadelphia since its launch in August 2020. In FY22, the City released a 5-year Digital Equity Plan, which lays out key goals and strategies to further address barriers to access and affordability of broadband internet and devices.

Together, these investments prioritize the quality education of children, youth, and adults to support a more rapid and equitable recovery, and to break the intergenerational cycle of poverty.



## **SAFER AND MORE JUST PHILADELPHIA**

Improving the safety of Philadelphia remains Mayor Kenney's top priority and a critical area of additional investment.

Like cities across the country, Philadelphia continues to wrestle with the surge of violence that began in 2020 continued in 2021. In 2021, 501 Philadelphians died from gun violence, and more than 1,800 were injured by a gun. These are preventable deaths and injuries and the trauma from them affects all Philadelphians. The City continues to treat gun violence as a public health crisis, pulling together every agency and institution that engages with our residents to address it. The goal is to continue to offer better opportunities, social services, and quality of life services for individuals and communities highly at-risk, to provide swift and predictable law enforcement consequences for those engaged in violence who do not want help, and to always work with authentic community engagement to increase long-term resilience.

The Plan makes the following investments in the Roadmap for Safer Communities, the City's Violence Prevention Plan which is led by the Managing Director's Office, the Police Department, and the Health Department:

- ▲ An additional \$12 million for the Community Expansion Grant program, which together with existing commitments for FY23 will support \$22 million in FY23 for community organization-led violence prevention work in the neighborhoods most affected by violence.
- ▲ \$8 million in further expansion of the evidence-based programs that target those most at risk of being a victim or a perpetrator of gun violence and provide connections to services, treatment and employment: Group Violence Intervention (GVI) (\$1 million) increase for total FY23 investment of \$3.75 million), Community Crisis Intervention Program (CCIP) (\$1 million for a total investment of \$6.5 million) and the READI workforce program (\$2 million) and \$2 million for new behavioral health supports tailored for people highly at-risk of gun violence.
- ▲ \$1.5 million to be used for environmental remediation including vacant lot remediation, clean and seals, and demolitions in targeted neighborhoods.
- ▲ \$1.5 million to support community engagement, planning, and improved data analytics to ensure anti-violence programs are reaching those who need it most, and service connections are successful.
- ▲ \$800,000 for violence prevention programs and supports focused on delinquent youth within the Juvenile Justice system including restorative justice programming and \$1.5 million for two additional Community Evening Resource Centers for a total of four Centers operating from 7pm to 2am to support Philadelphia youth who are out after a curfew.

These investments, designed to address the violence in the short- and medium-term, join the larger set of investments to address the poverty-driven root causes of violence the Mayor has made a priority since he took office. The full set of violence prevention investments—including long term investments in education totaled \$155 million in the FY22 Budget. For FY23 those same categories of investment grow 18.5% to \$184.5 million.

While preventing violence is not a job for police alone, the FY23-27 Five Year Plan makes strategic investments to strengthen the Police Department's ability to solve violent crime and modernize police tools. The Plan includes investments in forensic science upgrades to facilitate the use of enhanced forensic analysis in every homicide. Additionally, the Plan includes \$2.7 million in additional investment in mobile devices; when fully deployed this will equip 57% of sworn officers with a mobile device.

In FY23 we will also continue the essential work of standing up the new Citizen Police Oversight Commission to improve police conduct, enhance the quality of internal investigations, and increase communication and engagement between the community and the Police Department.



FY22 investments brought an additional crisis response tool—known as CIRT Teams—for 911 callers with behavioral health needs. Building on this work, the Five Year plan makes additional investments to ensure a range of teams are available to provide an appropriate response to meet the needs of 911 callers:

- ▲ The Plan continues to fund CIRT Teams, a 24/7 city-wide co-response team that pairs police with behavioral health workers, and
- ▲ Invests in additional non-police Behavioral Health Crisis response services to ensure crisis teams are available to respond to residents with mental health crises citywide 24/7.

Residents with mental or behavioral health crises will be able to get the help they need by calling 911, the Philadelphia Crisis Line, or 988 (the new nationwide suicide prevention and behavioral health crisis number that becomes effective in summer 2022).



## **HEALTH EQUITY FOR ALL**

Mayor Kenney seeks to build a thriving city that ensures the health of all communities, eliminates disparities, and safeguards residents from threats that cause disease and injury. The health of Philadelphians has continued to face extraordinary challenges, from the COVID-19 pandemic to the crises of gun violence and opioids bringing tragedies to our communities and families far too often. While these public health crises affect every neighborhood in the city, we know that they each have the greatest impact on Black and Brown Philadelphians, and we must make sure our solutions are targeted to those who need them most.

The City is committed to ensuring that COVID-19 prevention and treatment options are available to all city residents regardless of insurance status or ability to pay. Because we know that the impact of the pandemic has fallen disproportionately on people of color, we are committing to provide resources to those at highest risk where federal investments fall short. Similarly, the FY23 Budget contains robust continued support for the City funded Health Centers to provide access to quality care for those who are uninsured.

The Plan includes significant City investments in Philadelphians' behavioral health, including through the Department of Behavioral Health and Intellectual Disability Services. These funds augment the significant federal and state funding—totaling \$1.6 billion—that DBHIDS deploys each year in its role as the Medicaid behavioral health managed care organization for more than 700,000 Philadelphians.



▲ FY23 will see the continuation of the critical work of the Opioid Response Unit to spearhead our multi-departmental effort and strengthen the City's ability to address the ongoing opioid crisis across the city. We will invest \$5.5 million (\$17 million over the Five Year Plan) to maintain the suite of low-barrier emergency and permanent housing services for people who have been chronically homeless and have Opioid Use (or other substance) Disorders, plus an additional \$5.1 million in FY23 to support services and safety in Kensington.

The Department of Public Health will receive nearly \$500,000 to continue and expand its home lead remediation program, to conduct more screenings, remediate more homes, and respond quickly to children with elevated blood lead levels to prevent further exposure and ensure adequacy of treatment.

The City recognizes that safe and stable housing is a critical foundation for health. In addition to the opioid-related homeless services investment mentioned above, in FY23 we will invest \$3.2 million, and \$6.4 million over the Five Year Plan, to sustain non-congregate shelter services for seniors and \$1.3 million in FY23 and \$5.7 million over the Five Year Plan to address cost increases at shelters, including to increase the wages of providers of these critical services. The Plan also makes a major investment, nearly \$28 million in FY23 and \$144 million over five years, in the Housing Trust Fund for the construction of new affordable homes, the preservation and repair of existing homes, and homelessness prevention. The Plan also includes funds to continue to support eviction prevention and the new Right to Counsel program that was launched in FY22.



To further increase the supply of affordable housing the Plan contains continued support for the Neighborhood Preservation Initiative (NPI). The \$400 million in NPI bond borrowing supports the production and preservation of

affordable housing units, home repair and Tangled Title programs, eviction diversion services, and other innovative programs including a new guaranteed income pilot called PHLHousing+.



## INCLUSIVE ECONOMY AND THRIVING NEIGHBORHOODS

The Mayor's goal is for Philadelphia to be a dynamic and diverse city with a thriving economy that provides opportunities to all its residents and neighborhoods.

Following two years of unprecedented economic upheaval from the pandemic, the economy in Philadelphia is coming back strong: local unemployment is now down to around 6 percent, construction is booming, and tourism is on the upswing. The implementation of the federal Bipartisan Infrastructure Law will further propel a thriving economy that provides opportunities to all Philadelphia residents and neighborhoods. This once-in-a-generation infusion of federal funding should bring more than \$1 billion for roads, bridges, transit, water infrastructure, and broadband access to the City, and thousands of new jobs.

The City will mobilize these historic investments in service of dismantling the structural barriers that have excluded Black and Brown business owners and workers from public works projects. The Plan includes a \$20 million investment across twelve City agencies (\$116 million over the FYP) to prepare for the Bipartisan Infrastructure Law so that Philadelphia can compete successfully for federal dollars and deliver high-quality infrastructure projects that transform communities and make real the commitment to improving racial equity and growing wealth in Black and Brown neighborhoods. The Mayor commits to ensuring that the employees who fill the new City jobs created by this opportunity reflect the racial diversity of the city, and that these roles provide career ladders and promotional opportunities for current City residents and workers.



▲ The Plan also includes \$13 million in FY23 in investment in the Philadelphia Industrial Development Corporation (PIDC), which includes supporting programs like the Taking Care of Business commercial corridor cleaning program, and small business owners of color to access capital and growth and to attract businesses with quality jobs to locate to Philadelphia.

For all neighborhoods to thrive, resources are needed to help some of our most vulnerable connect to employment opportunities, including those experiencing street homelessness and those affected by the Opioid crisis. The FY23 Budget includes expansion of multiple successful low-barrier employment programs. These investments at the Office of Community Empowerment and Opportunity, the Managing Director’s Office, and the Mural Arts Program total more than \$2.3 million (\$10.2 million over 5 years) and will form a coordinated system of accessible employment opportunities with pathways to more permanent employment.

To support entrepreneurship and good jobs for Philadelphians, the City's Commerce department is focused on increasing capacity to support small businesses, attract and retain new business, and increasing public contracting for minority, women and disabled owned businesses. The City will invest \$1 million in FY23 and \$3 million over the next three years to build capacity and build workforce pipelines to serve BIPOC communities.

The Plan proposes no tax rate increases. We are anticipating new property assessments that reflect significant growth in property values. Growing property values reflect well on Philadelphia being a place of choice and represent an opportunity to build wealth for some. At the same time, increased Real Estate Taxes may be a burden, particularly for those without the means to pay more. The Administration will continue to work closely with City Council on potential tax relief as the data becomes available during the budget process.



Building on the significant investments in clean, safe and accessible streets in FY22, the FY23 budget includes funds for 60 miles of street paving and further expansion of street sweeping. The street sweeping program will expand to 8 new neighborhoods for a total of 14. The Streets Department will also receive \$2

million to stand up additional crews to respond to illegal dumping. Additional improvements to neighborhood commercial corridors and infrastructure will be supported by the Neighborhood Preservation Initiative described above.

During the COVID-19 pandemic, the City’s parks and recreation centers became havens in new ways as residents and visitors—many of them children—relied on the centers, trails, parks and playgrounds for gathering with others in safe ways. The FY23 Budget invests an additional \$2.8 million in FY23 (\$11 million over the life of the Plan) in Philadelphia Parks and Rec (PPR). These investments will allow PPR to expand hours and improve programming in the neighborhoods that need it most, and to make sure that PPR spaces are safe, clean and ready to use to meet the increased demand. The FY23 Budget also includes investments to further support progress in the Rebuild program as it reaches full stride in implementation and prepares for a high volume of projects transforming recreation centers, parks and libraries over the next several years.

In FY23, the Cultural Fund will receive \$2.5 million, with a total of \$12.5 million over the Five Year Plan. The City will include funds for the African American Museum at \$500,000.

The FY23-27 Plan increases funding of SEPTA by \$9 million per year for a total of \$100 million per year, a formula-based required contribution to leverage matching funds. The City will continue to work closely with SEPTA to deliver the [Philadelphia Transit Plan, A Vision for 2045](#), and to maximize the impact of the federal Bipartisan Infrastructure Law for Philadelphia.



## **A DIVERSE, EFFICIENT, AND EFFECTIVE GOVERNMENT**

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In FY23, the Kenney Administration will continue and expand efforts to reshape the internal processes of government in service of Philadelphians. These initiatives and reforms will ensure that Philadelphia is fiscally stable and builds toward increasing financial resilience, provides excellent and equitable service delivery, engages communities, and advances a more diverse and inclusive workforce and workplace culture for our dedicated City employees.

FY23 will see the continued implementation of Executive Order 1-20, which embeds racial equity as an explicit governing principle. By the end of FY23, all Administration departments will have undergone a process to assess how their operations, policies, and budgets influence racial disparities in Philadelphia. All departments will have also created a Racial Equity Action Plan setting forth priority strategies to achieve greater racially equitable impact and advance equitable outcomes for all, including communities of color, individuals with disabilities, individuals of immigrant status, women, and LGBTQ residents.

For the past several years the City has worked to reform fines and fees that disproportionately

burden Black, Brown and low-income Philadelphians. In FY22, for example, the Department of Prisons restructured its phone and video contracts to reduce the costs borne by families to communicate with their loved ones who are incarcerated. Building on this work, the FY23 Budget commits \$750,000 to remove the cost to participate in the Accelerated Misdemeanor Program, so that ability to pay does not determine who can participate in this program that diverts individuals from the criminal justice system.



To drive diversity in recruitment and ensure that our City workforce – across all levels and functions – reflects the diversity of the communities we serve, the City will invest \$1.3 million over the Five Year Plan in additional recruitment capacity for the Office of Human Resources. The City will also invest in training and supports to create a more inclusive workplace culture. We will

invest \$1.4 million over the Five Year Plan to provide a leadership development program to build the skills necessary in department managers and supervisors for managing and supporting our diverse workforce. In FY23, we will also establish an Ombudsman Office to better address discrimination and harassment and build a culture of dignity and respect for all employees

We also know that in order to achieve our goals, we must do more to lift up and listen to the voices of Philadelphia residents. The FY23-FY27 Five Year Plan invests nearly \$120 million in elections support, to ensure Philadelphians can be heard at the ballot box. The Plan also makes new investments to better engage historically marginalized and vulnerable populations. In FY23, we will launch the Philadelphia Voices survey project, to more equitably capture input from residents. The City will create an Indigenous Peoples' Commission in our Office of Public Engagement and will add additional staff to the Office of Worker Protections. The City will also finish the FY22 work of implementing a Youth Ombudsman program to further our commitment to protecting the rights to safety and well-being of vulnerable youth and their families Philadelphians.

Finally, the City is committed to continuing to assess and redesign City services and use data to improve outcomes for residents. FY23 will be the second year of the Operations Transformation Fund (OTF), a \$10 million City fund to reimagine and transform municipal operations. The City will also redouble its efforts to use data to address the most challenging problems we face, from poverty to gun violence to substance use disorder treatment, through the signing of

an Executive Order elevating an Office of Integrated Data for Evidence and Action within the Managing Director's Office and devoting additional resources to increase the use of data to drive better outcomes for Philadelphians.

Through these investments, and others, Philadelphia will work toward becoming a city where equal opportunities are open to all residents, race is not a determinant of success, and diversity is elevated as one of Philadelphia's greatest assets.

# FISCAL HEALTH



Philadelphia's finances are tentatively stable, but that tentative stability is within the context of long-term financial challenges and persistent short-term threats. The City's high poverty rate means that Philadelphia confronts the unfortunate pairing of high service demand and a weak tax base. That unfortunate pairing is exacerbated by Philadelphia's status as a city and a county, which means that unlike other cities that are parts of larger counties, it cannot share its costs with a larger jurisdiction. Layered onto those long-term challenges are the ongoing negative impacts of the COVID-19 pandemic, which has resulted in significant revenue losses and higher costs for service provision due to job losses, changes in work patterns, inflation, a tight labor market, and supply chain disruptions.

Philadelphia's tentative stability is only possible because of \$1.4 billion in federal relief from the American Rescue Plan (ARP). The City is receiving the \$1.4 billion in two tranches, the first of which arrived in FY21 and the remainder in FY22. Under the Act, the funding must be spent by the end of calendar year 2024.

Even with this relief, the FY23-27 Financial Plan reflects hard choices as the City faced a \$1.5 billion five year plan gap without those funds. While the federal relief rescued the City's finances from calamity, it did not close the entire gap that the Five Year Plan faced.

## **THE CITY'S FUND BALANCE**

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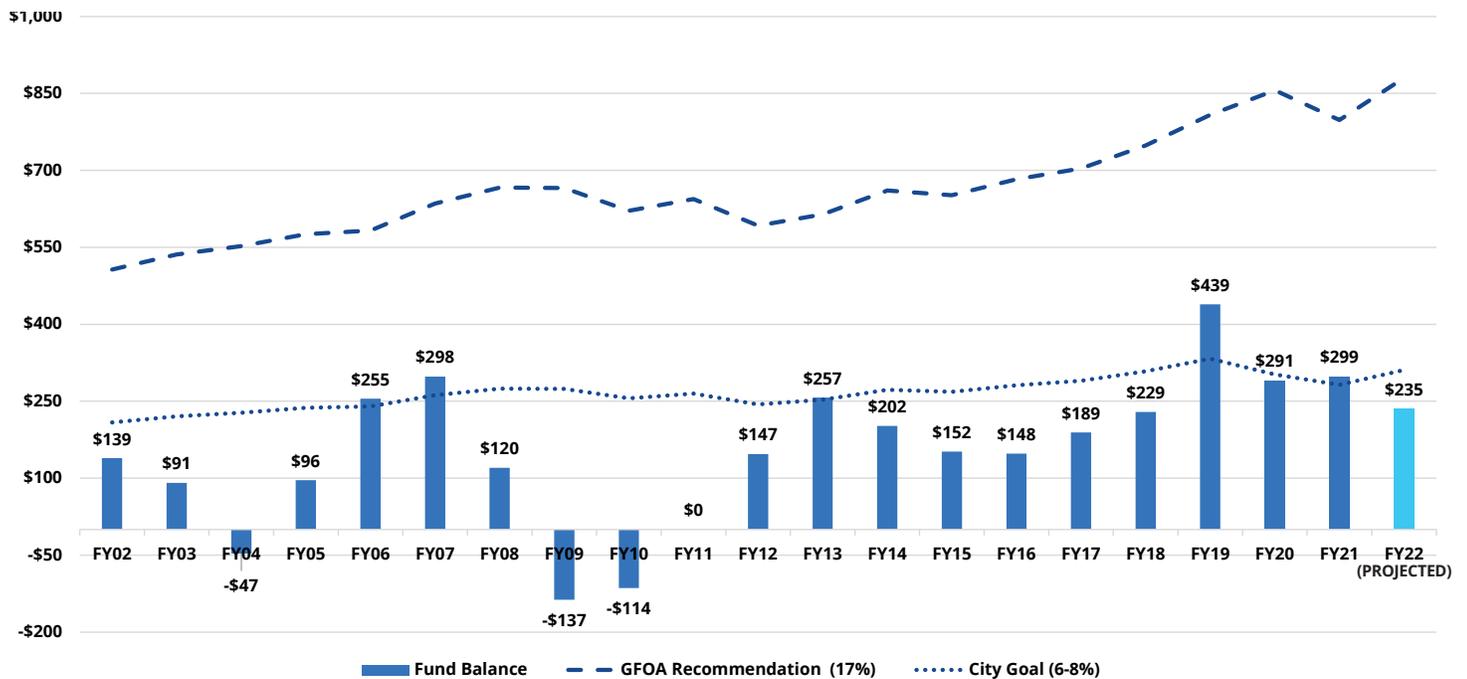
One of the most important measures of the City's financial health is its fund balance. Having a healthy fund balance would give the City financial flexibility, make it better able to meet its cash flow needs, mitigate current and future financial risks, and ensure predictability of future services. The City's fund balance has historically been well below the 17 percent recommended by the Government Finance Officers Association but, before the pandemic, had exceeded the City's internal target of six percent to eight percent of General Fund spending (\$438.7 million or nine percent in fiscal year 2019). The lower internal target set by the City reflects that there are immediate needs that must be addressed through service delivery to enable fiscal stability in the future.

In FY21, the City ended with a fund balance of \$298.5 million, a \$7.9 million increase from FY20 and \$17 million more than the low end of the City's internal six percent to eight percent fund balance target of \$281.5 million. The City is projected to end the current fiscal year with a fund balance of \$236.7 million – approximately 11 days of spending and only 4.5 percent of the City's projected revenues. This is less than the City's internal goal of six percent to eight percent, below the GFOA's recommend level of 17 percent and is only positive because the City has begun to draw down federal relief from the American Rescue Plan. Absent that relief or significant service reductions or tax increases, the City's fund balance would be negative at the close of FY22. The FY22 fund balance of \$234.7 million is a net increase of \$133.6 million compared to the FY22 adopted budget. The Administration continues to closely monitor revenues and spending to keep the budget in balance. For FY23, the City is estimating a fund balance of \$152.8 million, approximately 2.8 percent of the City's projected revenues. By the end of FY27, the plan's last year, the fund balance is projected to be only \$60.0 million dollars,

Despite the City seeing sustained growth in population, housing, employment, and educational attainment pre-pandemic, persistent challenges remain. The City has the highest poverty (23.1 percent), deep poverty, and child poverty rates, and lowest median household income of the ten largest cities in the United States. These trends weaken the City's tax base while increasing demand for consolidated city-county government services. Furthermore, with the majority of

General Fund spending being fixed or inflexible (e.g., payments for debt service and pensions, medical benefits, ) constrain the City's ability to make new investments or reallocate existing funding.

## GENERAL FUND BALANCE, FY02-FY22 (IN MILLIONS)<sup>1</sup>



## MINIMIZING FUTURE COSTS

In addition to setting aside reserves, the Kenney Administration continues to take steps to improve the fiscal health of the City over the life of the Plan. A substantial portion of Philadelphia's outstanding debt was issued in 1999 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. In FY23, pension costs and debt service on pension bonds accounted for approximately 21 percent of General Fund expenditures. The City's high level of combined fixed costs between debt service and pensions remains a concern for rating agencies and potential purchasers of the City's bonds.

To improve the health of the pension fund, the Administration has implemented a multi-step

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<sup>1</sup> The chart above showing the City's General Fund Balance from FY2002 till FY2022 shows actual fund balance numbers except for FY2022. The \$234.7 million in fund balance for FY2022 is an estimate.

process to reduce the pension system's unfunded liability and to be 80 percent funded by FY29 and 100 percent funded by FY33. The process includes continuing to pay more than the state-required minimum municipal obligation (MMO) by directing sales tax revenues and newly increased employee pension contributions to the fund over and above the MMO amount. In addition, each of the last round of collective bargaining agreements reached with the City's unions included significant reforms which keep the City on track to achieve its goal. Finally, the Pension Board has improved the pension fund's investment returns while lowering manager fee costs. The fund's costs have already been reduced by almost \$15 million annually by shedding expensive managers and making greater use of index funds. The Pension Board has also continued to reduce the fund's assumed rate of return. These actions have begun to have an impact. The pension system's funded percent has increased from 44 to 55 in five years and the GFOA gave the City an award for excellence in government for its pension reforms.

## **INVESTING IN PHILADELPHIA**

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The fiscal fragility for Philadelphia will continue to be a challenge beyond FY23. The pandemic has created structural issues for the City. As this Plan will demonstrate, the Administration intends to make new investments to address pressing issues in safety and justice, supporting inclusive growth and thriving neighborhoods, health equity, and quality education and take steps to address racial disparities.

Since the onset of the pandemic, City government operations have simultaneously expanded, contracted, and evolved. While some uncertainty from the long tail of the pandemic endures, the City has moved from two years of pandemic-related budget deficits into a more positive budget picture bolstered by the America Rescue Plan and now the Infrastructure Investment and Jobs Act. The FY23 budget includes \$20 million investment (\$116 million over the Five Year Plan) to deliver high-quality infrastructure projects that transform communities and make real the commitment to improving racial equity and growing wealth in Black and Brown neighborhoods.

The Five Year Plan recognizes the importance of investing Philadelphians' safety and aims to do that through investments in anti-violence, increasing opioid funding, and expanding Group Violence Intervention (GVI) initiatives as well as the Same Day Same Pay program. In addition, to address safer public spaces and health equity, the Plan invests in vacant lot maintenance and stabilization, and funding for mobile crisis units. Through continued attention to efficient service provision and adequate funds to enable transformation, the City will continuously improve its service delivery to benefit Philadelphians.

# RACIAL EQUITY



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The City of Philadelphia recognizes that government at a local, state, and federal level has played a historic role in creating and maintaining racial inequities which determine health outcomes, economic wealth, community safety, and intergenerational wellbeing. COVID-19 has compounded longstanding racial inequities for communities of color in Philadelphia, such as historically marginalized and divested Black and Latino/a/x communities.

The City continues to acknowledge, address, and act in the face of continued deep rooted racial and social inequities. In January 2020, Mayor Kenney issued [Executive Order No. 1-20](#) to expand the City's focus on diversity, equity, and inclusion. The Executive Order authorizes the Office of Diversity, Equity and Inclusion to carry forward a dual strategy to center a racial equity framework and advance equitable workforce and community outcomes. Under the City's workforce equity strategy, all City departments are creating annual plans to achieve greater representation of—and participation by—employees of color and other historically marginalized and under-represented groups in the City's workforce.

Under the City's operational equity strategy, by the end of 2023, every City department will complete a racial equity assessment and action plan, setting forth more intentional efforts to produce greater racially equitable impact related to each department's budget, core services or programs, procurement and community engagement. These strategies provide a Citywide framework to guide the City's efforts at dismantling policies, practices and power dynamics that have perpetuated racial inequity while uplifting policies and employing practices to promote racially equitable outcomes for all city residents independent of race, education, or class.

As part of the racial equity action planning process, departments receive support from the Office of Diversity, Equity and Inclusion and outside racial equity consultants to undergo a rigorous examination of the root causes of inequity in Philadelphia. This process includes:

- ▲ Learn and internalize an anti-racist results-based-methodology ("RBA") to improve the conditions of the communities we serve.
- ▲ Identifying and acting on required internal culture change.
- ▲ Conditioning and incorporating racial equity centered principles into organizational work.
- ▲ Creating a set of priority strategies for implementation based on each department's capacity, vision, and needs that are consistent with the Mayor's directive for a racially equitable Philadelphia.

## CITYWIDE RACIAL EQUITY STRATEGY UPDATES:

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**RACIAL EQUITY ACTION PLAN PROCESS:** In 2021, a first cohort of ten City departments were supported in a process to assess key practices, procedures, and policies for opportunities to advance racial equity; and develop and implement action plans that are intended to produce greater racially equitable impact in areas relevant to the agency's mission, internally and externally. Departments committed to improving hiring, retention and promotion of diverse employees; allocating time and resources to racial equity objectives; and working with historically marginalized communities to create new policy solutions and improved outcomes. Departmental strategies identified in the [first cohort](#) are available online. In 2022, a second cohort of 13 departments will complete the process to develop and implement actionable strategies. In 2023, a final cohort of Administration departments is scheduled to complete the racial equity assessment and action planning process.



**A-TEAM BRIDGE SERIES:** The Office of Diversity, Equity and Inclusion has engaged individuals at every level of government in a coordinated effort to center equity as a process and an outcome. The City's senior leadership is receiving targeted DEI coaching to transform its capacity to identify and shift racial equity policies, practices and power dynamics.



**BUDGET EQUITY:** City departments are intentionally budgeting for equity. As part of the City's annual budgeting process departments complete a budget equity assessment, which includes the following important considerations:

- ▲ What major areas of opportunity are there for the department to advance racial equity as part of the core work the department performs?
- ▲ What critical programs or policies does the department administer (or plan to administer) with its current budget to improve racial equity?
- ▲ How is the department using its budget to create an inclusive, anti-racist workplace?
- ▲ How has the department involved or how does it plan to involve internal and/or external stakeholders, including marginalized communities of color, in the department's budget process and program/policy design?

These internal efforts of shifting City department culture, operations, capacities and boosting racial equity impact comes at an unprecedented time. COVID-19 has continued to drive social, health, and economic disparities resulting in spikes in gun violence, school closures, economic hardship, public health concerns, and much more. The longstanding effects of COVID-19, compounding already intergenerational racial and social inequities, are yet to be understood. However, the City of Philadelphia remains steadfast in working toward a vision where race will not be a determinant of wellbeing, success, and safety for individuals and communities who make up this great city.



# PHILADELPHIA DEMOGRAPHICS

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The City’s demographics are a key driver of its finances. As a result, understanding what is happening with those demographics is an essential part of the City’s financial planning.

Philadelphia has a population of 1,603,797, according to 2020 Census data, an increase of 5.1 percent since the 2010 Census, and is the sixth largest city in the United States. Doubling as a city and a county, Philadelphia’s local government provides a broader range of services and amenities than other cities, including child welfare and public health, to the city’s diverse residents, workers, and visitors. The demographic composition of Philadelphia influences the types of services that the City provides, as well as the City’s ability to pay for these services.

In the decade before the pandemic, Philadelphia saw sustained growth in population, housing, employment, and educational attainment, but persistent challenges remained. The city has the highest poverty, deep poverty, and child poverty rates, and lowest median household income of the ten largest cities in the United States. These trends weaken the City’s tax base while increasing demand for government services. As Philadelphia continues to recover from the impacts of COVID-19, the City has prepared this year’s Five Year Plan to ensure that its limited resources align with the Administration’s priorities for Philadelphia – supporting efforts for quality education for all; a

equity for all; an inclusive economy and thriving neighborhoods; and, diverse, efficient, and effective government while improving the City's fiscal health and ability to recovery from the economic and public health crisis.

From 2010 to 2020, Philadelphia's population grew by 5.1 percent (from 1.53 million to 1.60 million). Only two of the other ten largest cities by population had lower growth rates (Los Angeles and Chicago, with 2.80 percent and 1.88 percent growth, respectively) during this period, placing Philadelphia in the bottom third for growth rates over the last decade among the largest cities by population.<sup>1</sup>

Data from the most recent American Community Survey, spanning from 2016 to 2020 doesn't reveal the upheavals wrought by the pandemic on everyday Philadelphians. The Survey blends five years' worth of responses to provide a snapshot of that time. Despite this gap in data availability, there remains little doubt that the impacts of the COVID-19 pandemic were felt in nearly every aspect of Philadelphians' lives including their economic, educational, social, physical, and emotional wellbeing. Highlights from the American Community Survey are discussed in the next few pages and cover the following topics:



## POVERTY

Philadelphia has the highest poverty, child poverty, and deep poverty rates amongst the ten largest cities by population. The poverty rate is defined by the U.S. Census Bureau as making less than \$26,172 per year for a family of four, and the deep poverty rate is defined as making 50 percent or less of the poverty rate (approximately \$13,086 or less for a family of four).<sup>2</sup> Based on the most recent Census estimates from 2020, the overall number of Philadelphians living below the poverty line declined from 25.7 percent in 2016 to 23.1 percent in 2020.<sup>3</sup> While the poverty rate has decreased to lower than pre-Great Recession levels (it was 24.1 percent in 2008), Philadelphia continues to have a 11.1 percent deep poverty rate, and a 34.8 percent child poverty rate, all of which outpace the other top ten largest U.S. cities and the United States, overall.<sup>4</sup>

<sup>1</sup>U.S. Census Bureau, City and Town Population Totals: 2010-2020, 2020 (City and Town Population)

<sup>2</sup>U.S. Census Bureau, Poverty Thresholds, 2020 (Poverty Thresholds by Size of Children and Number of Family 2020)

<sup>3</sup>U.S. Census Bureau, American Community Survey 1-Year Estimate, 2019 (Poverty Status in the Past 12 Months, Selected Characteristics of People at Specified Levels of Poverty in the Past 12 Months).

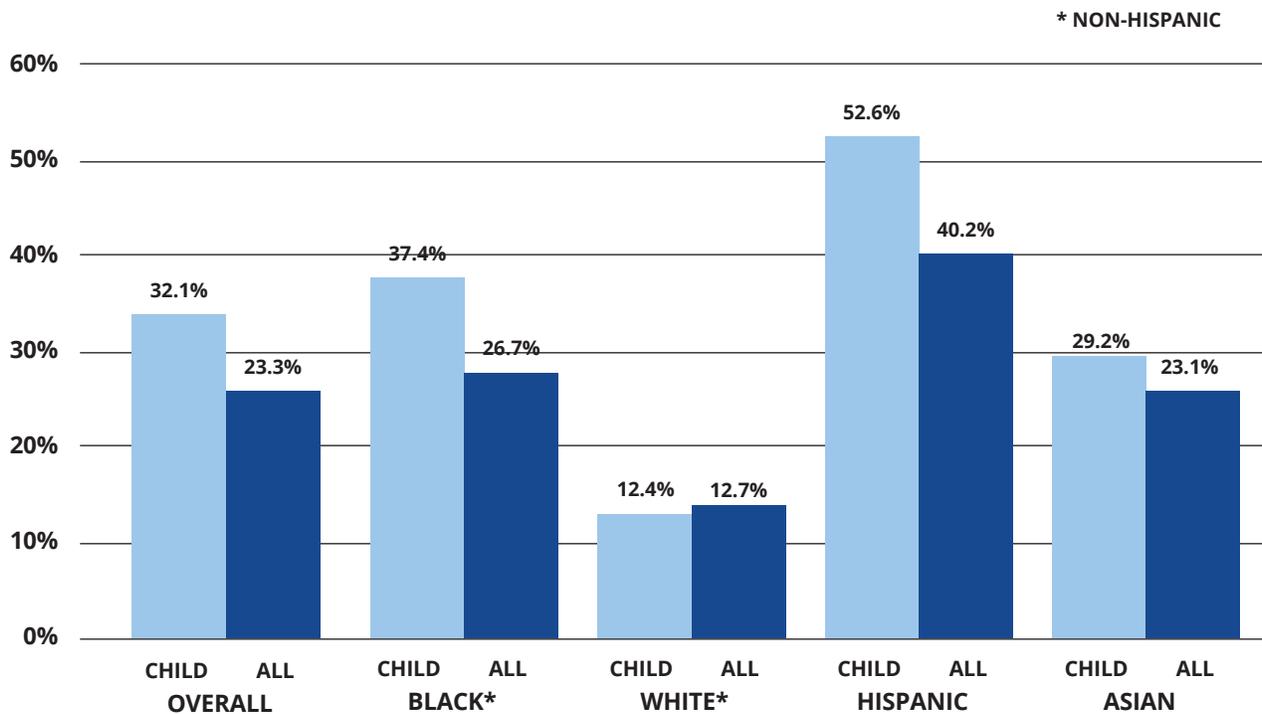
<sup>4</sup> Ibid.

%

▲ The poverty rate of Philadelphia also varies greatly by race and Hispanic or Latino origin. The graph below shows that of the 354,832 Philadelphians in poverty, 47.8 percent are Black, 26.5 percent are of Hispanic or Latino origin, 24.0 percent are White, 7.4 percent are Asian, 3.5 percent are two or more races and the remaining 17.1 percent are those of another race. Given that the demographic breakdown of Philadelphians by race is 41.5 percent Black, 39.0 percent White, 7.6 percent Asian, and 8.1 percent some other race; and by origin is 15.2 percent Hispanic or Latino origin, the poverty rate of specific races and origins is not proportionate to that share of the population, indicating that there is work to be done regarding racial equity.<sup>5</sup>

▲ Black Philadelphia residents continue to have higher rates of chronic health conditions, lower life expectancy, as well higher infant mortality rates in comparison to White residents, even with overall increases in life expectancy and declines in health-care-related barriers. The percentage of Philadelphians without health insurance increased slightly from a low of 7.1 percent in 2017 to 8.1 percent in 2019. However, the figure was still far below what it was before the federal Patient Protection and Affordable Care Act went into effect in 2010. As recently as 2013, 14.9 percent of Philadelphians were uninsured.<sup>6</sup>

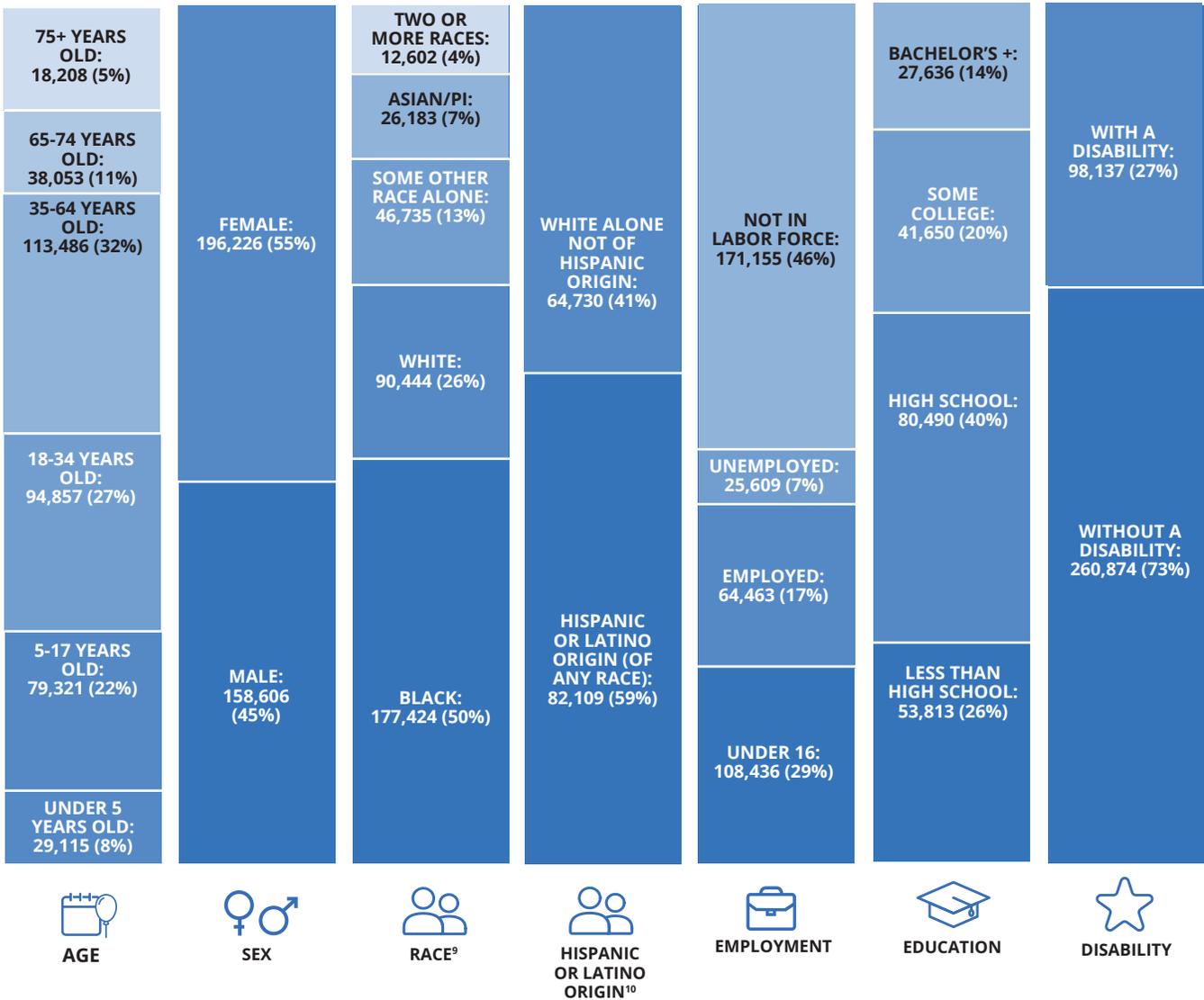
### POVERTY AMONG ALL RESIDENTS AND CHILDREN BY RACE/ETHNICITY<sup>8</sup>



<sup>5</sup>U.S. Census Bureau, American Community Survey 1-Year Estimate, 2019 (Hispanic of Latino Origin by Race); <http://data.census.gov>.

<sup>6</sup>U.S. Census Bureau, American Community Survey 2020, 2020 (Health)

# COMPOSITION OF PHILADELPHIANS IN POVERTY



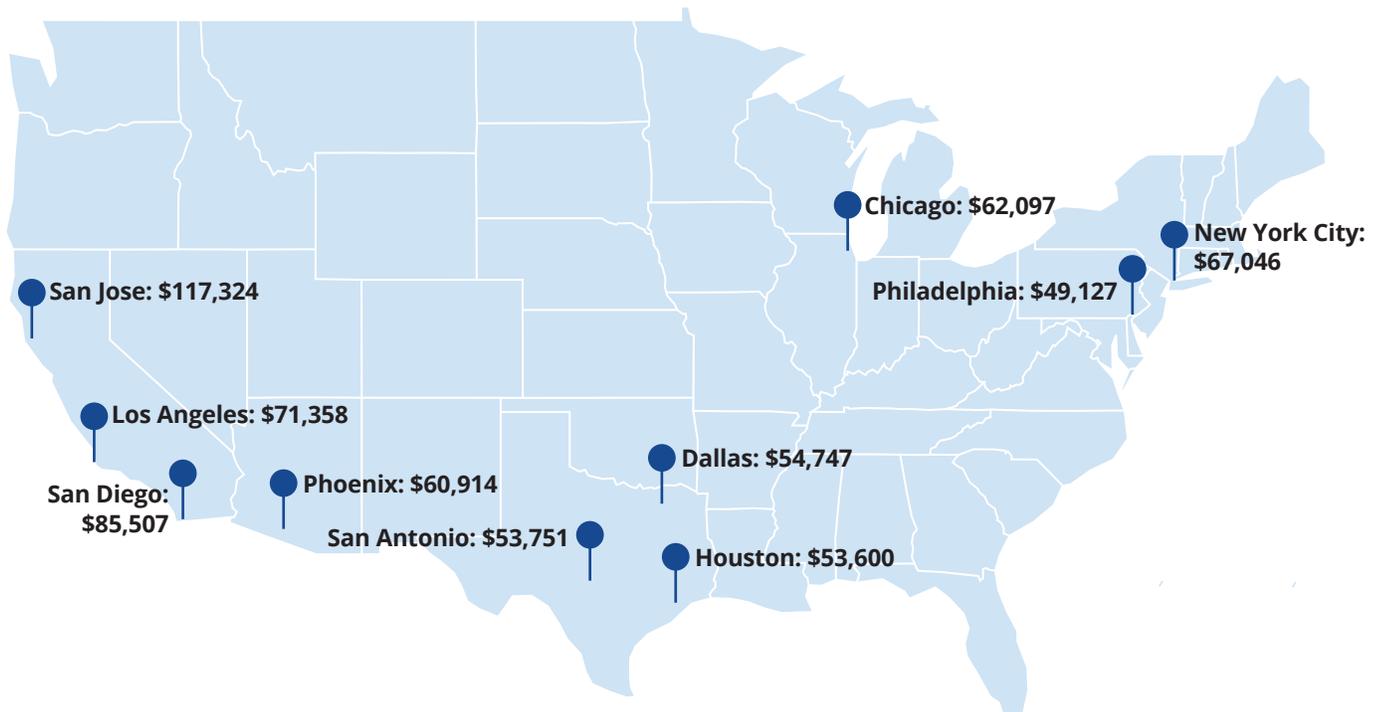
<sup>7</sup> The total listed here varies from the 359,011 of Philadelphians in poverty due to margin of error.

<sup>8</sup> The U.S. Office of Management and Budget (OMB) requires federal agencies to use a minimum of two ethnicities in collecting and reporting data: Hispanic or Latino and Not Hispanic or Latino. The total listed here represents only those who responded as Hispanic or Latino or Not Hispanic or Latino.



## INCOME

In 2020, the median household income<sup>9</sup> in Philadelphia was \$49,127 compared to \$65,521 for the United States overall.<sup>10</sup> This is an increase for Philadelphia of \$1,895, or 4.3 percent, from the median household income of 2016, which indicates that improvements are being made. Over the same time period, the United States experienced a decrease of 2.9% from \$69,560 to \$67,521 which is the first statistically significant decline in median household income since 2011. Despite the improvement, Philadelphia continues to be the city with the lowest median household income of the top 10 largest U.S. cities, as shown below.



**U.S. CENSUS BUREAU, AMERICAN COMMUNITY SURVEY 1-YEAR ESTIMATE, 2019  
(INCOME IN THE PAST 12 MONTHS (IN 2019 INFLATION-ADJUSTED DOLLARS))**

<sup>9</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>10</sup> U.S. Census Bureau, American Community Survey 1-Year Estimate, 2019 (Income in the Past 12 Months (In 2010 Inflation-Adjusted Dollars)).

Residential construction in Philadelphia has been at historically high levels over the last several years and has contributed to growth in Philadelphia’s housing market.

%

- ▲ During a difficult year housing can be seen as a bright spot with the City issuing 58 percent more residential building permits in 2020 than in 2019. However, median home values have increased by 14.4 percent from \$150,000 in 2009 to \$171,600, and median rent has risen 30.7 percent from \$829 in 2009 to \$1,084 in 2020, with 658,075 of 726,797 of the total available housing units of the city being occupied with a 2019 vacancy rate of 12.3 percent.<sup>11</sup>
- ▲ Despite rising median incomes for residents in the city, the increases in housing have created inequities due to reduced affordability for many residents. However, despite the above, Philadelphia continues to have high levels of homeownership with homeowners occupying 52.8 percent of the housing stock.

While Philadelphia has a unique combination of factors that lead it to be homeowner friendly, the city’s high poverty and low incomes lead to many Philadelphians experiencing housing insecurity, with the Office of Homeless Services reporting in the [2021 Point-In-Time count](#) that of all individuals experiencing homelessness, 3,602 individuals are in shelter but 700 individuals are unsheltered. Between 2017 and 2021 the total number of unsheltered persons counted during the Point-in-Time Count has seen a two percent average increase. However, over the last three years there was a 13 percent average decline in the unsheltered population. The total number of sheltered declined over the last 5 years. Overall, in 2021, both sheltered and unsheltered populations saw 24 percent decline as compared to the 2020 PIT count.<sup>12</sup> Among America’s largest cities, Philadelphia has the lowest street homelessness population. The federal government has passed several stimulus packages that included funding assistance to mitigate housing-related hardships.

<sup>11</sup> U.S. Census Bureau, QuickFact Philadelphia, 2020 (Housing)

<sup>12</sup> <http://philadelphiaofficeofhomelessservices.org/wp-content/uploads/2021/10/FY2021-Data-Snapshot.pdf>



## EDUCATION

Over the past decade, the number of Philadelphians aged 25 and older with an educational attainment of high school graduate or higher has risen by 7.1 percentage points, from 80 percent in 2010 to 85.7 percent in 2019.<sup>13</sup> The School District of Philadelphia's graduation rates have increased for the fourth year in a row, with 80 percent of students graduating, based on 2020-2021 data.<sup>14</sup> This increase came amidst the disruptions from final months of the 2020-2021 academic year. While Philadelphia has seen continuous improvement over the past decade, more work needs to be done to ensure quality education for all Philadelphians. According to the latest Census estimates, the poverty rate in Philadelphia for those who did not graduate high school is 35.7 percent, while that of high school graduates is 23.8 percent.<sup>15</sup> This is significantly higher than the United States overall, which is 24.1 percent and 13.4 percent, respectively.<sup>16</sup> Coupled with the disparity among graduation rates of different races shown in Figure 3, a larger portion of Philadelphia's poverty rate is made up of people of color.

Substantial racial inequalities in educational attainment exist in Philadelphia. Among Philadelphians, the percentage of the population who graduated high school is 91.2 percent for White adults, 86.3 percent for Black adults, 69.9 percent for Asian adults, 71.9 percent for Hispanic or Latino adults, 68.4 percent for American Indian adults, 74.4 percent for Native Hawaiian or Other Pacific Islander, and 64.2 percent for adults who identified as Some Other Race. It should be of note that individuals who responded they identify as two or more races had a high school graduation rate of 92.9 percent. The percentage with bachelor's degrees or higher is 46.9 percent for White adults, 38 percent for Asian adults, 20 percent for Black adults, 18.2 percent for Hispanic or Latino adults, 14.7 percent for American Indian adults, 32.7 percent for Native Hawaiian or Other Pacific Islander, with 42.6 percent for individuals identifying as two or more races and 8.7 percent for adults who identified as Some Other Race.<sup>17</sup>

Within age cohorts, education is a strong predictor of income and poverty; Philadelphia's population is becoming more educated as younger cohorts graduate both high school and college at higher rates, which is an important goal for reducing poverty and attracting employers. However, major inequalities in educational attainment indicate that much of the population still experiences barriers to graduating high school and college. Educational disparities increase social spending need, reduce the skilled labor supply available to businesses, and represent tax revenue opportunity costs because of both lower Wage Tax receipts and lower BIRT receipts

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<sup>13</sup> U.S. Census Bureau, American Community Survey 1-Year Estimate, 2019 and 2010 (Educational Attainment); <http://data.census.gov>.

<sup>14</sup> [https://www.philasd.org/performance/programsservices/open-data/school-performance/#school\\_graduation\\_rates](https://www.philasd.org/performance/programsservices/open-data/school-performance/#school_graduation_rates)

<sup>15</sup> U.S. Census Bureau, American Community Survey 2020, 2020 (Poverty Status in the Last 12 Months)

<sup>16</sup> Ibid.

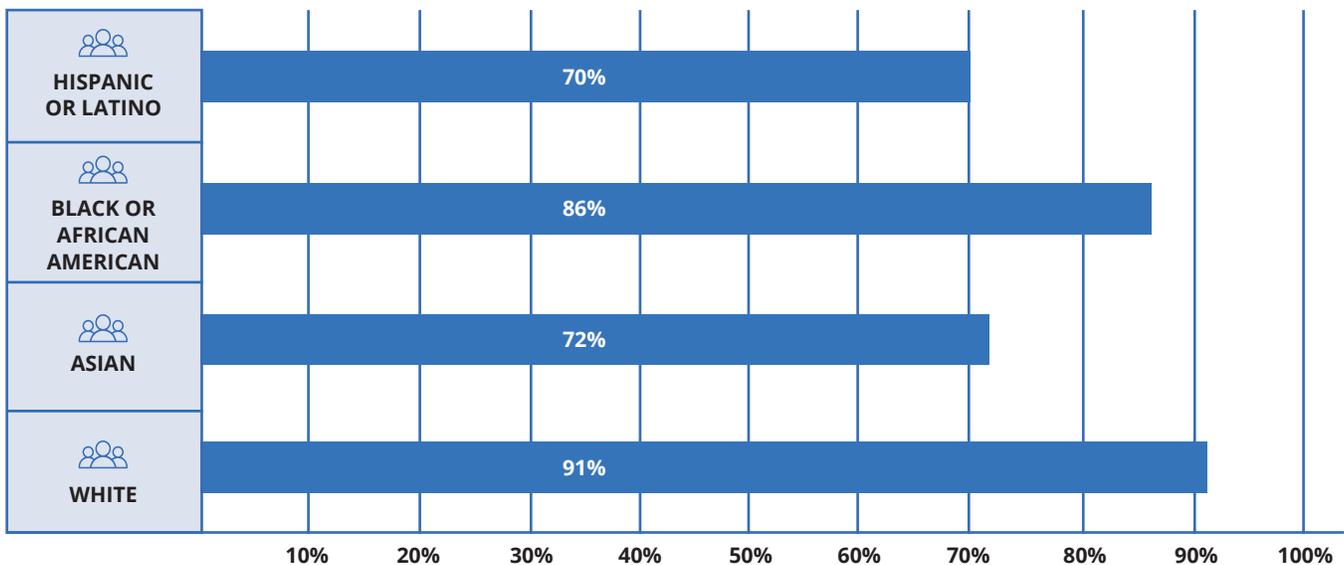
<sup>17</sup> Ibid.

when business growth is constrained by lack of available educated workers.

Mayor Kenney’s first term made unprecedented investments to improve the educational outcomes of Philadelphia’s children. The creation of new initiatives, such as PHLpreK and Community Schools, returning the School District to local control, and making significant investments in the education system, have improved access to quality education for all students in all neighborhoods.

Throughout his second term, the Mayor is building on this success and work with City Council and the Pennsylvania legislature to prioritize children and families by increasing historic investments in public education. All children and youth will have access to high-quality education in a safe environment from early childhood through college and career by supporting the safe reopening of K-12 public schools, and offering safe and supported City and community spaces and services for vulnerable children and youth during the school year; improving the lives of children and families through quality pre-K, 17 community schools and quality behavioral health services in schools; and funding free college by investing in the Octavius Catto Scholarship, a tuition-free opportunity for eligible full-time students at the Community College of Philadelphia with additional supports, including books and transit.

### PHILADELPHIA EDUCATION ATTAINMENT BY RACE (HIGH SCHOOL GRADUATE OR EQUIVALENT)



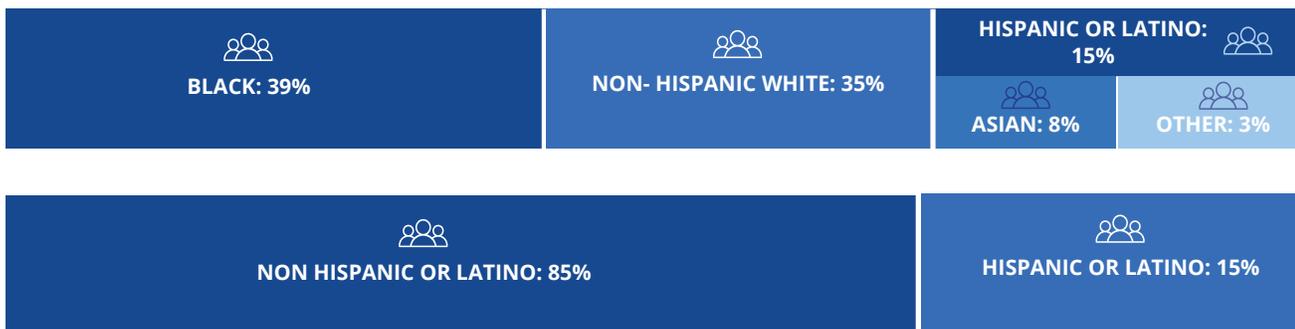
SOURCE: U.S. CENSUS BUREAU, AMERICAN COMMUNITY SURVEY 1-YEAR ESTIMATE, 2019 (EDUCATIONAL ATTAINMENT); [HTTPS://DATA.CENSUS.GOV](https://data.census.gov).

Much of Philadelphia’s growth can be attributed to its rising immigrant population. In 2020, 14.3 percent of the city’s population was foreign born, close to the national average of 13.5 percent. As of 2020, 43.6 percent of Philadelphians were Black or African American, 34.3 percent non-Hispanic White, 15.2 percent Hispanic or Latino, and 7.8 percent Asian, with 2.8 percent identifying as two or more races which continues the trend of Philadelphia’s residents becoming more diverse.<sup>18</sup>

One reason for Philadelphia’s diversity is that the city is welcoming to its immigrant population and is classified as a “Welcoming City”. The city’s immigrants represent a broad spectrum of cultures and contribute to the labor force at all levels, which is key to a strong economy and the city’s economic recovery. The Census Bureau estimates that, in 2020, the number of residents who are foreign-born was 225,881 (14.3 percent of the population), showing about a 2.7 percent percentage point increase over that of 2010, which was estimated at 177,423 (11.6 percent of the population).<sup>19</sup>

To better serve Philadelphia’s diverse communities, Mayor Kenney has committed to developing a diverse City workforce that looks like Philadelphia. Beginning with his first term, Mayor Kenney has been working to facilitate immigrant inclusion and further reflect Philadelphia’s demographics in the City’s own employees by appointing the City’s first-ever Diversity, Equity, and Inclusion Officer, creating the Office of Immigrant Affairs (OIA), and establishing OIA as a permanent office.

**PHILADELPHIA’S POPULATION BY RACE AND ORIGIN**



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<sup>18</sup> U.S. Census Bureau, QuickFacts Philadelphia, County, Pennsylvania, 2020, (Population Estimates); <http://data.census.gov>.  
<sup>19</sup> U.S. Census Bureau, American Community Survey 1-Year Estimate, 2019, 2010 (Place of Birth by Nativity and Citizenship Status) and U.S. Census Bureau, American Community Survey, 2008 (Selected Characteristics of the Total and Native Populations in the United States); <http://data.census.gov>.

# LOCAL ECONOMIC CONDITIONS

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Two years into the COVID-19 pandemic, Philadelphia’s recovery continues to under perform in comparison to the national economy and the Commonwealth. Prior to the pandemic, Philadelphia experienced slow but steady growth in population and employment, with incomes rising and the poverty rate declining from recessionary highs. The city experienced a surge in job growth with a declining unemployment rate despite having the highest poverty rate among the 10 largest cities in the country. With most the City’s General Fund revenues originating from local and regional taxpayers, the City’s fiscal health is highly dependent on local economic conditions. 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 held by the Pennsylvania Intergovernmental Cooperation Authority (PICA) at the Federal Reserve Bank of Philadelphia. IHS and the City are both projecting mixed tax growth in this Five Year Plan. Certain taxes are projected to grow faster than previously projected (e.g., the Wage Tax, Real Property, and BIRT), while other taxes are projected to grow more slowly. These include Amusement, Parking, and Net Profits taxes.

## IMPACT OF THE NATIONAL ECONOMY ON THE CITY

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The COVID-19 pandemic catapulted the U.S. economy into a sharp contraction in 2020. Despite many economic challenges spurred by variants of the coronavirus, social distancing and other health guidelines, and supply and demand issues to name a few, 2021 marked a year of unprecedented growth for the U.S. economy. According to the Bureau of Economic Analysis, Real GDP or Gross Domestic Product increased 5.7 percent in 2021 spurring the fastest growth in the U.S. economy since 1984.<sup>1</sup> Despite the ongoing pandemic and a surge of new cases and deaths from the Omicron variant, the largest part of this growth came in the last quarter of 2021: 7.0 percent. This is double than Real GDP growth in the pre-pandemic fourth quarter of 2019, which was only 3.5 percent.

Earlier in 2021, economists worried that global supply chain problems would keep businesses from being able to fully stock shelves to staying afloat. These worries continued into the fourth quarter when COVID-19 cases resulted in continued restrictions and disruptions in the operations of businesses in some parts of the country. Government assistance payments in the form of forgivable loans to businesses, grants to state and local governments, and social benefits to households all decreased as provisions of several federal programs expired or tapered off. However, despite the above, consumers rushed to the stores in the final months of 2021 as retailers bolstered their inventories causing GDP to soar. This surge in consumer spending was caused in large part by multiple rounds of government stimulus measures offered to individuals and households. From \$600 stimulus checks to an expanded child tax credit for families and the extension of unemployment benefits, Americans found more money in their bank accounts than they had at the start of the pandemic.<sup>2</sup>

Philadelphia, too, experienced signs of recovery in 2021. Vaccinations increased, colleges and universities opened their doors to students, sports fans returned to stadiums, performance arts institutions reopened, and workers returned to Center City. In a report by the Center City District, an increase in SEPTA and Regional Rail ridership, parking garage volume, and pedestrians in Center City all point towards recovery in Philadelphia.<sup>3</sup>

## IMPACT OF THE PANDEMIC ON PHILADELPHIA'S LOCAL ECONOMY

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While the majority of 2020 saw Philadelphia's economy impacted by stay at home orders and other disruptions, 2021 saw an uptick in the economic activity. Increases in vaccination rates saw Philadelphians return to restaurants, bars, and sporting events. They returned to in-person

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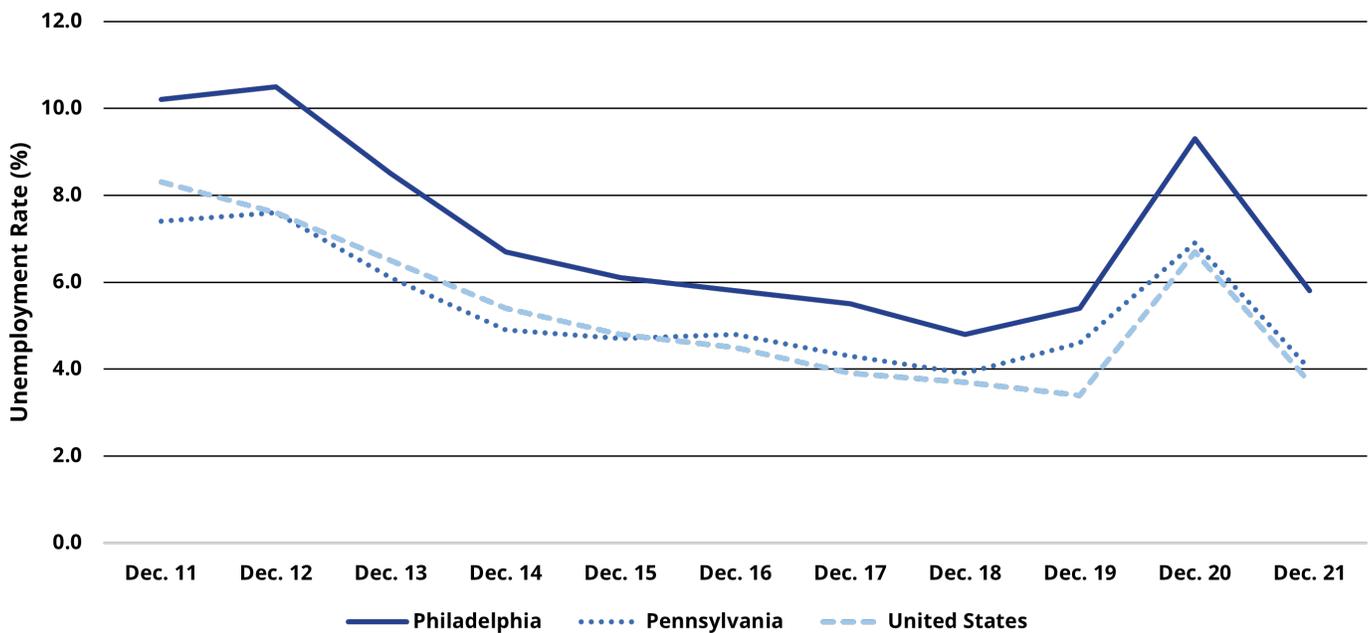
<sup>1</sup> <https://www.bea.gov/news/2022/gross-domestic-product-fourth-quarter-and-year-2021-second-estimate>

<sup>2</sup> <https://www.bea.gov/news/2020/gross-domestic-product-fourth-quarter-and-year-2019-third-estimate-corporate-profits#:~:text=Current%E2%80%91dollar%20GDP%20increased%203.5,a%20level%20of%20%2421.73%20trillion.>

<sup>3</sup> "Monitoring Philadelphia's Economic Recovery." Center City District & Central Philadelphia Development Corporation, August 2021.

classes at colleges and universities and many residents and commuters returned to work in Center City offices. However, this surge in activity put pressure on the city's labor market. Mimicking nationwide trends, Philadelphia too saw a huge demand for workers. The city's job growth was led by increases in leisure and hospitality, health care and social assistance, and professional and business services.<sup>4</sup> These changes led to a decline in the city's unemployment rate, which fell from an unprecedented high of 18.2 percent in June 2020 to 5.8 percent in December 2021, which is still higher than the pre-pandemic unemployment rate of 5.4 percent in December 2020.

## UNEMPLOYMENT RATES



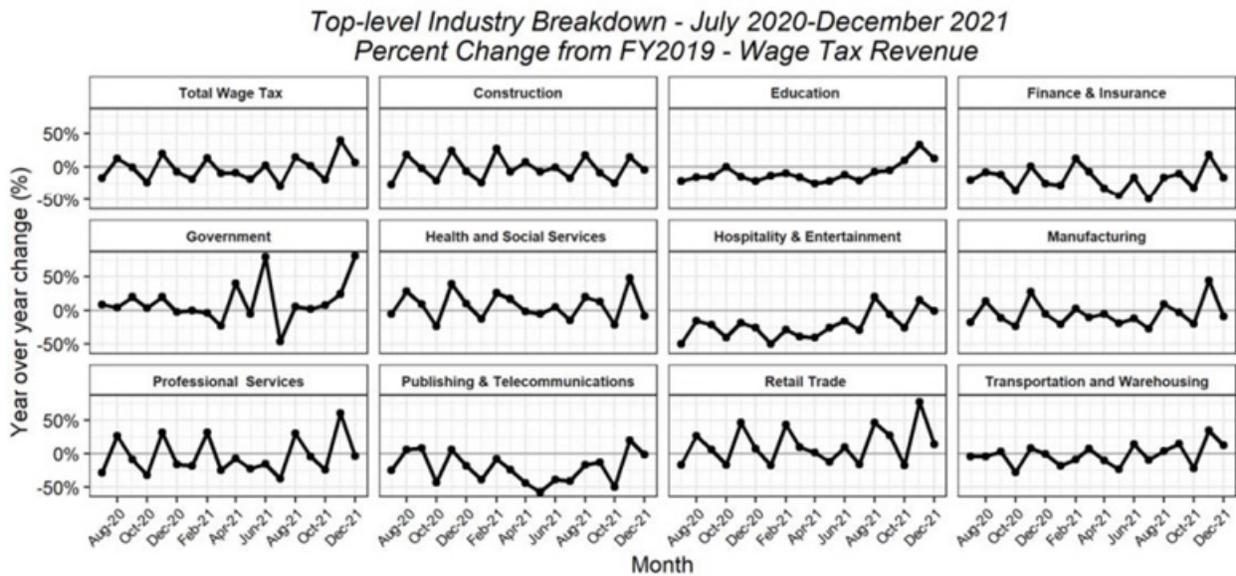
BUREAU OF LABOR STATISTICS, LOCAL AREA UNEMPLOYMENT STATISTICS, 2010-2021<sup>5</sup>

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<sup>4</sup> "Monitoring Philadelphia's Economic Recovery." Center City District & Central Philadelphia Development Corporation, August 2021.

<sup>5</sup> U.S. Bureau of Labor Statistics Unemployment Statistics data, seasonally adjusted.

Despite the positive employment gains, two years into the pandemic, economists and City government officials remain cautiously optimistic. This is because the City's primary source of revenue, the Resident and Non-Resident Wage Tax, continues to be impacted by emerging trends in the local economy due to the pandemic. Below is a breakdown of Wage Tax revenue sector by sector in the City of Philadelphia.



**Top-level Industry Breakdown - Calendar Year to Date (Jan-Dec) - Wage Tax Revenue**

Industry	CY2019	CY2020	CY2021	Pct Change from CY2019	Pct Change from CY2020
Health and Social Services	\$445,751,627	\$454,077,919	\$447,097,311	0.3%	-1.5%
Government	\$236,145,133	\$245,878,380	\$252,577,311	7.0%	2.7%
Professional Services	\$249,104,513	\$236,937,449	\$225,975,448	-9.3%	-4.6%
Education	\$198,023,612	\$174,243,209	\$179,088,510	-9.6%	2.8%
Finance & Insurance	\$166,238,448	\$154,459,368	\$132,392,946	-20.4%	-14.3%
Manufacturing	\$119,380,705	\$124,419,185	\$109,811,164	-8.0%	-11.7%
Retail Trade	\$101,734,823	\$100,365,296	\$109,579,920	7.7%	9.2%
Hospitality & Entertainment	\$114,269,926	\$83,367,582	\$86,991,254	-23.9%	4.3%
Construction	\$72,879,749	\$67,320,784	\$69,361,543	-4.8%	3.0%
Transportation and Warehousing	\$72,107,156	\$66,718,788	\$68,567,813	-4.9%	2.8%
Publishing & Telecommunications	\$88,481,417	\$80,089,774	\$59,628,171	-32.6%	-25.5%
Other Sectors	\$244,242,710	\$231,395,418	\$233,279,331	-4.5%	0.8%
<b>Total Wage Tax</b>	<b>\$2,108,359,819</b>	<b>\$2,019,273,152</b>	<b>\$1,974,350,721</b>	<b>-6.4%</b>	<b>-2.2%</b>

Philadelphia's employment recovery has trailed the recovery in other cities. The city was hit hard by remote work, changes in the labor market, growth in online purchasing, and reduced business travel. A February 2022 report by Pew Charitable Trusts' Philadelphia<sup>6</sup> states that as of September 2021, the number of jobs in Philadelphia was 7.6 percent lower than it had been in 2019; the national total was off only 2.6 percent. Changes in work locations is another shift brought about by the pandemic that has an economic impact on Philadelphia and the City's

<sup>6</sup> L. Eichel and E. Haider, "How the Pandemic Has Affected Philadelphia's Economy and Jobs," The Pew Charitable Trusts, February 9, 2022.

finances. Despite the rise in vaccinations and health and safety measures allowing pandemic-related restrictions to be rolled back, many office workers continue to work remotely.

More than 13 percent of the City's General Fund revenues are derived from the Non-Resident Wage Tax. Due to stay-at-home orders, many commuters into Philadelphia continue to work from home as directed by their employers. When working outside the city is at the direction of the employer, the Wage Tax is no longer due (if it is just a perk or an option for a Philadelphia employee, then the tax remains due). During the pandemic, with widespread office closures or reductions in staff density, some employers changed payroll withholding to reflect not needing to remit the Wage Tax, reducing current year collections. Commuters who have been working from home but not yet had their withholding changed can request a refund either directly or their employer may seek one on their behalf. In FY22, the City anticipates \$70 million in refund requests for calendar year 2021.

Even once the economy is fully reopened, the City's economists, IHS Markit, estimate that 25 percent of Non-Residents will not return to the office, creating yet another permanent reduction in Wage Tax collections. This will also negatively impact the City's commercial real estate sector if it leads to reduced demand for office space. The City faces a looming Wage Tax shortfall as it loses commuters.

The losses in Wage Tax combined with changes in the labor market, reduced air travel, and increases in consumer online spending, all present continuing challenges.

Other pressures make future economic growth hard to predict. In February 2022, the annual inflation rate in the United States accelerated to 7.9 percent; the highest it has been since 1982.<sup>7</sup> This spike led to increases in rent, food, and gas prices throughout the country leaving consumers bearing the brunt of higher prices passed on to them by companies. To combat the spike in inflation, the Federal Reserve is looking to aggressively raise interest rates to bring down the hottest inflation in four decades. Recently, energy prices have surged further due to the war in Ukraine. As inflation continues to peak, recent developments in Europe coupled with ongoing supply constraints, strong demand, and labor shortages will likely keep inflation elevated for longer. All these factors will continue to impact Philadelphia's economic future.

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<sup>6</sup> <https://tradingeconomics.com/united-states/inflation-cpi>



# THE CITY'S REVENUES

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**GENERAL FUND**  
\$5.511 BILLION



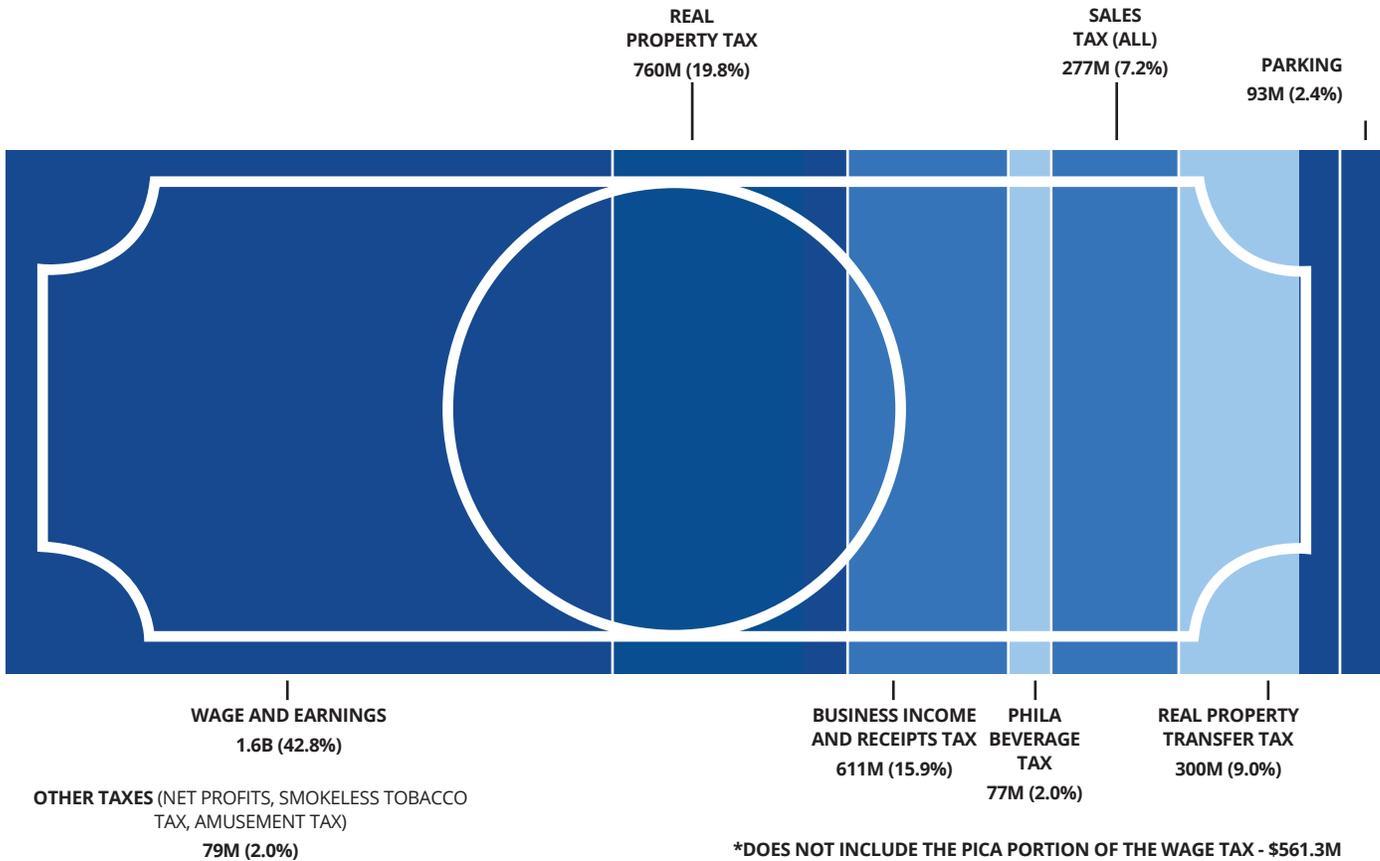
**SPECIAL REVENUE FUNDS**  
\$5.134 BILLION



**ENTERPRISE FUNDS**  
\$1.314 BILLION

In FY23, total City revenue from all funds is projected to be approximately \$11.9 billion.

## FY23 GENERAL FUND: PROPOSED LOCAL TAX REVENUES



## GENERAL FUND

Two years into the COVID-19 pandemic, the City’s General Fund revenues, primarily originating from local and regional taxpayers continue to exhibit a mix of growth and decline. For the General Fund, the City is estimated to receive a total of \$5.5 billion in FY23. The largest portion of General Fund revenue comes from local taxes, with an estimated \$3.8 billion, or more than two-thirds of the total, coming from tax receipts in FY23. Total revenues are budgeted to grow 5.9 percent, or \$307.2 million from the FY22 estimate. Most of this increase comes from local tax receipts. The Five Year Plan projects some taxes to grow faster than previously estimated (e.g., the Wage Tax, Real Property, and BIRT), while other taxes are projected to grow more slowly. These include the Amusement, Parking and Net Profits taxes. The second largest increase (\$78.7 million) comes from revenue from other funds of the City, which increased by 24.4 percent from FY22. This is mainly due to funding from the America Rescue Plan (ARP) funding in the amount of \$335 million for FY23.

**WAGE AND EARNINGS TAX:** The largest source of General Fund tax revenue is 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. It is called the Wage Tax when remitted by the employer (as is required of all Pennsylvania employers) and the Earnings Tax

when submitted directly by the employee, but for simplicity the City refers to them collectively as the Wage Tax in this document. The Wage Tax remains highly sensitive to shifts in economy, which was apparent in the first year of the pandemic as economic contraction and the switch to remote work buffeted collections. 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 to provide financial assistance to the City to help overcome a financial crisis by issuing bonds. In return, PICA has a "first dollar" claim on the resident portion of the Wage Tax, to pay debt service on the bonds. PICA then returns any remaining tax collected, just shy of a half billion dollars in recent years, 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."

PICA was created in June 1991 to provide financial assistance to the City to help overcome a financial crisis by issuing bonds. In return, PICA has a "first dollar" claim on the resident portion of the Wage Tax, to pay debt service on the bonds. PICA then returns any remaining tax collected, just shy of a half billion dollars in recent years, 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."

Despite the rise in vaccinations and health and safety measures allowing pandemic-related restrictions to be rolled back, many office workers continue to work remotely. This adds additional pressures to the Wage Tax as non-residents that have been directed to work at home outside the city by their employer are not liable for the tax. More than 14 percent of the City's General Fund revenues are derived from the Non-Resident Wage Tax. During the pandemic, with widespread office closures or reductions in staff density, some employers changed payroll withholding to reflect not needing to remit the Wage Tax, reducing current year collections. Commuters who have been working from home but not yet had their withholding changed can request a refund either directly or their employer may seek one on their behalf.

The Resident and Non-Resident Wage Tax continue to be impacted by shifts in the economy. As mentioned previously, changes in work locations caused by the pandemic had a significant negative economic impact on Philadelphia and the City's finances. However, as COVID-19 vaccination rates increase, wage rates increase, and workers return to offices in the city, for FY23, the City is projecting an increase in the Wage Tax. For FY23, the Wage Tax is projected to generate slightly

over \$2.2 billion including \$561.3 million coming back to the City from the PICA City Account. The FY23 PICA City Account estimate is more than both the FY22 projection (\$509.8 million) and FY21 actual (\$509 million). Estimates for the next fiscal year, FY23, reveal an increase in Wage Tax collections, of \$106.6 million compared to the prior year. The Wage Tax provides approximately 42.8 percent of tax revenue and, when combined with the PICA portion, provides 40 percent of all revenue.

The FY23-27 Five Year Plan is not proposing any changes to the Resident and Non-Resident portions of the Wage Tax. The Administration, however, thinks it is likely that new property assessments will lead to property tax growth rates higher than the rates shown in the Plan. If that assessment growth does lead to revised projections for property taxes that are higher than the amounts included in the Plan, the Administration will work closely with City Council on tax relief and reforms that are scaled to the magnitude of the changes as the data becomes available.

**WAGE AND EARNINGS TAX**

 <b>FISCAL YEAR</b>	 <b>RESIDENT TAX RATE</b>	 <b>NON-RESIDENT TAX RATE</b>
2022	3.8398%	3.4201%
2023	3.8398%	3.4201%
2024	3.8398%	3.4201%
2025	3.8398%	3.4201%
2026	3.8398%	3.4201%
2027	3.8398%	3.4201%

As discussed in the previous chapter, the Budget Office utilizes outside forecasting consulting assistance (IHS Markit) to project base growth rates for the City’s major taxes. Through a PI-CA-organized event at the Federal Reserve Bank of Philadelphia, the Budget Director and IHS Markit present proposed growth rates to regional and local economists to gain further insight and refine the growth assumptions where needed. While sensitive to changes in the economy, the Wage Tax is projected to grow in FY23.

The Wage Tax growth rate is projected to be higher than forecasted in the prior Five Year Plan; although off a smaller base than previously anticipated. In fact, for the first time, in FY23 Wage Tax collections are expected to be higher (\$1.645 billion) than pre-pandemic levels of FY19 (\$1.582 billion). IHS projects that employment will take longer to return than their previous na-

tional model had assumed, and that wage growth will strengthen as the labor market tightens. The growth rate projections incorporate an assumption that 25% of non-resident wages will not return to the tax base through at least FY27. 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 THOUSANDS)	
 FY22-26 ADOPTED		 FY23-27 PROJECTED		 CURRENT YEAR FY23-27 PROJECTED	
2022	-6.69%	2022	7.59%	2022	\$1,538,713
2023	4.85%	2023	6.95%	2023	\$1,645,278
2024	4.81%	2024	4.35%	2024	\$1,716,613
2025	4.36%	2025	4.41%	2025	\$1,792,077
2026	4.68%	2026	4.14%	2026	\$1,866,046
		2027	4.08%	2027	\$1,941,960

**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 General Fund tax revenue. Unlike other cities and counties that rely more heavily on the property tax as a proportion of their budget, Philadelphia’s property tax is accounts for only 19.8 percent of General Fund tax revenues in FY23. Philadelphia’s property tax is split between the City and the School District of Philadelphia (currently at 45 percent City and 55 percent 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 581,458 parcels – to correct outdated and partial assessments. The Property Tax is no longer based on a fraction of the assessment, but 100 percent 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 Computer-Assisted Mass Appraisal (CAMA) system that is providing an automated and more efficient methodology for valuing properties. The CAMA system is in place to develop Tax Year 2022 values. An annual growth rate of 4.5 percent is anticipated for FY23 through FY25. In FY26 and FY27, the Budget Office is projecting an annual base growth rate of 3.0 percent. As discussed above, the City is anticipating new property

assessments that reflect significant growth affecting homeowners, other property owners, and tenants. Should assessed values come in higher than anticipated, the Administration will work closely with City Council on tax relief and reforms that are scaled to the magnitude of the changes as the data becomes available.

FY23-27 PROJECTED REVENUES (\$ IN THOUSANDS)	
 FISCAL YEAR	 CURRENT YEAR
2022	\$726,669
2023	\$760,325
2024	\$798,112
2025	\$836,694
2026	\$865,041
2027	\$898,557

**BUSINESS INCOME AND RECEIPTS TAX:** The Business Income and Receipts Tax (BIRT) is the third-largest source of General Fund tax revenue at a projected \$611.1 million in FY23. 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 with over \$100,000 in receipts 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. The 2022 tax rate for gross receipts is 0.1415 percent, and the net income rate is 6.20 percent.

The FY23-27 Five Year Plan is not proposing any changes to the BIRT, as the City is anticipating new property assessments that reflect significant growth affecting homeowners, other property owners, and tenants. Should assessed values come in higher than anticipated, the Administration will work closely with City Council on tax relief and reforms that are scaled to the magnitude of the changes as the data becomes available.

BUSINESS INCOME AND RECEIPTS TAX		
 FISCAL YEAR	 GROSS RECEIPTS TAX RATE	 NET INCOME TAX RATE
2022	0.1415%	6.20%
2023	0.1415%	6.20%
2024	0.1415%	6.20%
2025	0.1415%	6.20%
2026	0.1415%	6.20%
2027	0.1415%	6.20%

In addition to reduced rates pre-pandemic, the BIRT has also changed considerably in the last few fiscal years to be less burdensome, by exempting the first \$100,000 in receipts and associated net income from the tax, ending the need to file a return for firms that have less than \$100,000 in receipts and eliminating the requirement for new businesses to make an estimated payment in their first year of operation. 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)	
 FY22-26 ADOPTED		 FY23-27 PROJECTED		 FY23-27 PROJECTED	
2022	0.86%	2022	0.86%	2022	\$545,242
2023	3.81%	2023	12.06%	2023	\$611,120
2024	5.98%	2024	2.60%	2024	\$627,034
2025	5.19%	2025	1.19%	2025	\$634,523
2026	4.16%	2026	3.30%	2026	\$655,495
		2027	3.53%	2027	\$678,669

**REAL PROPERTY TRANSFER TAX:** The Real Property Transfer Tax rate is 4.278 percent, 3.278 percent of which is imposed by the City and 1 percent of which is charged by the Commonwealth of Pennsylvania. Revenues from this tax fell dramatically during the 2008 recession but have grown significantly since the recession ended and are projected to be \$299.6 million in FY23. Collections are expected to decrease in FY23 due to limited residential inventory, higher interest rates and an expected slowdown after a high amount of churn in the commercial market.

PROJECTED TAX RECEIPTS FOR REAL PROPERTY TRANSFER TAX (\$ IN THOUSANDS)	
 FISCAL YEAR	 PROJECTED TAX RECEIPTS
2022	\$312,987
2023	\$299,560
2024	\$299,800
2025	\$302,049
2026	\$305,825
2027	\$310,902

The table below shows the projected growth rates for the Real Property Transfer Tax. Demand and values for residential property have been high since the real estate market reopened after an initial pandemic-related shut down. The commercial section of the market remains volatile and difficult to predict. This plan assumes a decline in FY23 following a particularly robust FY22, with minimal growth between 0 percent and 2 percent in FY24 and beyond.

PROJECTED BASE GROWTH RATE FOR REAL PROPERTY TRANSFER TAX			
 FY22-26 ADOPTED		 FY23-27 PROJECTED	
2022	-1.49%	2022	2.96%
2023	0.33%	2023	-4.29%
2024	3.06%	2024	0.08%
2025	3.41%	2025	0.75%
2026	3.43%	2026	1.25%
		2027	1.66%

**SALES TAX:** The Sales Tax rate in Philadelphia is 8 percent, with 6 percent going to the Commonwealth of Pennsylvania, and the remaining 2 percent as a local Philadelphia tax. Since FY15, the tax has been allocated as follows: the first 1 percent goes to the City, and the remaining 1 percent is shared between the School District of Philadelphia and the City. The School District receives the first \$120 million, and the remaining proceeds go to the City’s Pension Fund. In FY21, the City sent \$55.2 million in sales tax revenue to the Pension Fund. That amount is projected to increase to \$74.2 million in FY22 and is budgeted to increase to \$78.8 million in FY23. The chart below provides the estimates throughout this Five Year Plan.

 <b>PROJECTED LOCAL SALES TAX REVENUE (\$ IN THOUSANDS)</b>	 <b>FY23</b>	 <b>FY24</b>	 <b>FY25</b>	 <b>FY26</b>	 <b>FY27</b>
<b>City Share (1st 1%)</b>	<b>\$198,821</b>	<b>\$204,585</b>	<b>\$211,048</b>	<b>\$217,863</b>	<b>\$224,541</b>
<b>School District Share (2nd 1%)</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$120,000</b>
<b>City Share (2nd 1% - Pension Fund)</b>	<b>\$78,821</b>	<b>\$84,585</b>	<b>\$91,048</b>	<b>\$97,864</b>	<b>\$104,540</b>
<b>Total Local Sales Tax</b>	<b>\$397,642</b>	<b>\$409,170</b>	<b>\$422,096</b>	<b>\$435,727</b>	<b>\$449,081</b>
<b>City Total Local Sales Tax</b>	<b>\$277,642</b>	<b>\$289,170</b>	<b>\$302,095</b>	<b>\$315,727</b>	<b>\$329,081</b>

The Sales Tax is projected to generate \$198.8 million for the City’s General Fund in FY23, separate from the Pension contribution. In FY22, Sales Tax collections out-performed expectations; growth is anticipated to continue in FY23 at a more moderate level. The following table shows the projected growth rates of the Sales Tax, with a comparison to the rates in the previous Five Year Plan:

<b>PROJECTED BASE GROWTH RATE FOR SALES TAX</b>			
 <b>FY22-26 ADOPTED</b>		 <b>FY23-27 PROJECTED</b>	
<b>2022</b>	<b>2.03%</b>	<b>2022</b>	<b>10.84%</b>
<b>2023</b>	<b>2.80%</b>	<b>2023</b>	<b>2.37%</b>
<b>2024</b>	<b>3.57%</b>	<b>2024</b>	<b>2.90%</b>
<b>2025</b>	<b>3.77%</b>	<b>2025</b>	<b>3.16%</b>
<b>2026</b>	<b>3.62%</b>	<b>2026</b>	<b>3.23%</b>
		<b>2027</b>	<b>3.06%</b>

**PARKING TAX:** The Parking Tax rate in Philadelphia reverted to 22.5 percent in FY22 following one-year increases to 25 percent in FY21 and is levied on the gross receipts from all transactions involving parking or storing of automobiles in parking lots and garages. With the pandemic-related shut-down in FY21, collections dropped dramatically as key drivers of Parking Tax Collections, like air travel, sporting events, and commuting to Center City, were disrupted. Collection levels rebounded more quickly than expected in FY22, and with the earlier return growth rates for FY23 are reduced to reflect the larger base.

PROJECTED BASE GROWTH RATE FOR PARKING TAX				PROJECTED REVENUES (\$ IN THOUSANDS)	
 FY22-26 ADOPTED		 FY23-27 PROJECTED		 FY23-27 PROJECTED	
2022	21.78%	2022	65.91%	2022	\$88,284
2023	30.54%	2023	5.50%	2023	\$93,140
2024	4.31%	2024	2.86%	2024	\$95,804
2025	4.05%	2025	3.04%	2025	\$98,716
2026	3.95%	2026	2.90%	2026	\$101,579
		2027	2.78%	2027	\$104,403

**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 or sugar substitute. This tax is levied on the distribution of sweetened beverages intended for retail sale in Philadelphia. 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. The Philadelphia Beverage Tax is projected to generate \$77.9 million in FY23. Following a significant decline related to the pandemic in FY21, the City experienced an increase of \$6.7 million in FY22 and is anticipating modest growth in FY23 and FY24 as the economy reopens. After that, the City projects a decline in annual revenues over the Five Year Plan to reflect national trends in decreased consumption of sweetened beverages.

The tax is estimated to produce the following gross revenue over the Five Year Plan:

PROJECTED PHILADELPHIA BEVERAGE TAX REVENUES (\$ IN THOUSANDS)					
 FY23	 FY24	 FY25	 FY26	 FY27	 TOTAL
\$77,894	\$78,813	\$78,025	\$77,604	\$77,270	\$389,606

**OTHER TAXES:** Other taxes include the Net Profits Tax, the Amusement Tax, the Smokeless Tobacco Tax, and several smaller taxes. Overall, they are projected to generate \$78.6 million in FY23 or 2.0 percent of total tax revenues. This is \$10.9 million more than FY22, an increase of 16.1 percent. Growth is predicated on continued reopening of the economy and remains vulnerable to the path of the virus and other economic disruptions.

**REVENUES FROM OTHER GOVERNMENTS:** Revenues from other governments – primarily the Commonwealth of Pennsylvania and the Federal Government – typically make up a relatively small portion of total General Fund revenues; the total in FY23 is projected to be \$893.7 million, with the majority (\$561.3 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). The non-PICA Revenues from Other Governments account for 6 percent of total revenues.

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 FY23) from the Commonwealth, used to reduce Wage Tax rates; Pension Aid from the Commonwealth (projected to be \$79.9 million in FY23); and a projected \$44.7 million in FY23 from the Philadelphia Parking Authority for on-street parking revenues (including violations and fines).

**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 FY23, the City projects to collect \$372.8 million. This is \$4.3 million more than in FY22, a 1.2 percent increase.

**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 \$400.9 million in FY23; an increase of \$78.7 million (24.4 percent) from FY22. This jump in revenues is attributed to \$335 million in federal relief funding from the America Rescue Plan, which is critical for replacing lost revenue to support core government services and pandemic response efforts. These funds were received by the City in FY21, with the balance expected in May 2022. Funds are placed into the Grants Fund and then drawn down by the General Fund. In FY21, the City drew down \$250 million in ARP relief and will draw down \$335 million in FY23 and \$393.8 million in FY24. Funding will last until FY25 when the City will use the remaining \$449.4 million in ARP funding.

## **SPECIAL REVENUE FUNDS**

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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.

<p><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.</p>	<p><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.</p>
<p><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.</p>	<p><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. Half 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.</p>
<p><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.</p>	<p><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.</p>
<p><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.</p>	<p><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 Philadelphia. The City remits these revenues to the Commonwealth of Pennsylvania to provide medical assistance payments to hospitals within the city for emergency department services.</p>
<p><b>HOUSING TRUST FUND:</b> 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. Other funds may be deposited into this fund for those uses.</p>	<p><b>BUDGET STABILIZATION RESERVE FUND:</b> Accounts for appropriations transferred from the General Fund when the projected General Fund balance for the upcoming fiscal year equals or exceeds 3% of General Fund appropriations for the upcoming fiscal year. Amounts deposited into the fund are authorized by ordinance at the time of the passage of the annual operating budget ordinance.</p>

## ENTERPRISE FUNDS

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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, established to maintain the remaining revenues after payment of all operating expenses, debt service obligations, scheduled transfers, and required deposits to other funds. 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 airports. 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.



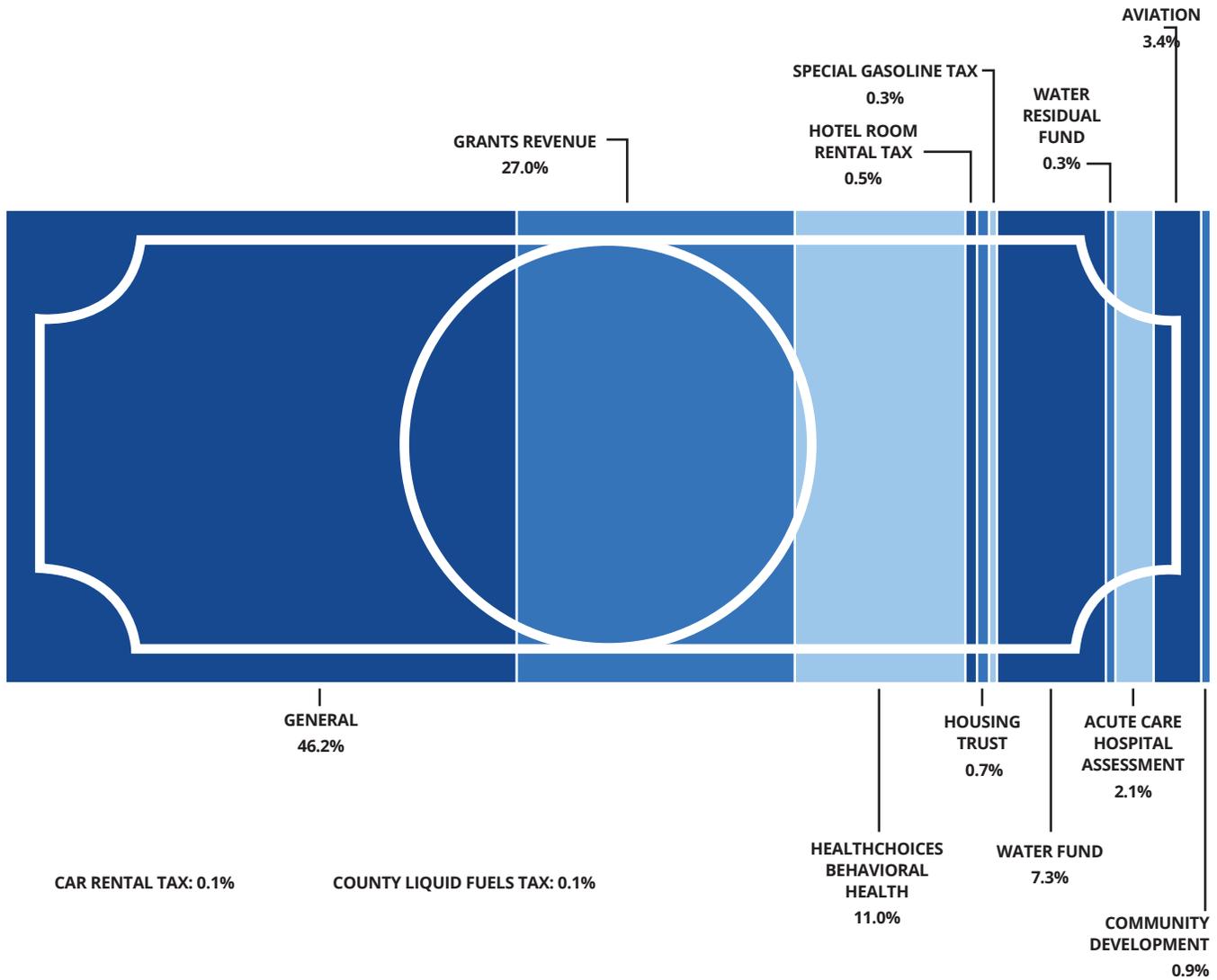
# THE CITY'S EXPENDITURES

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## WHERE THE MONEY GOES

The proposed FY23 expenditures for all operating funds are \$12.1 billion (see the breakdown by department in the Appendix). The City's operating funds include enterprise funds such as the Aviation Fund and the Water Fund, as well as the grants revenue fund and 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.

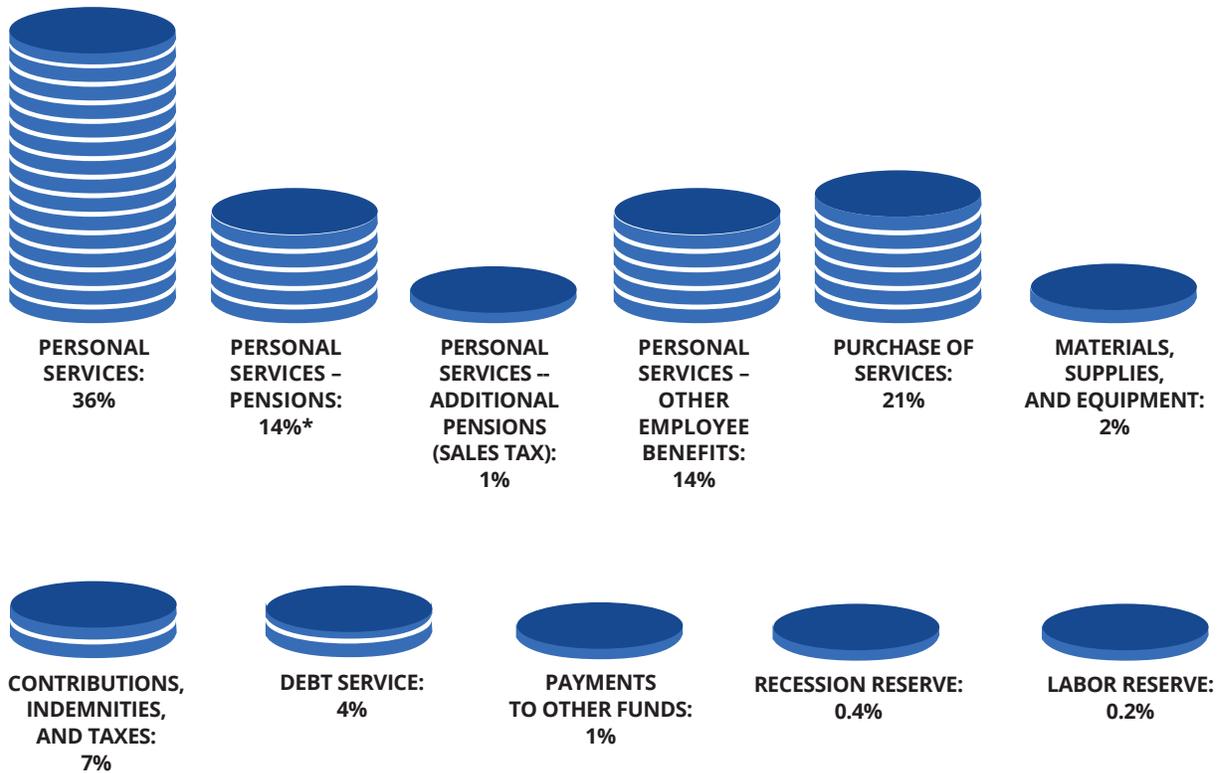
# FY23 ALL FUNDS OPERATING BUDGETS



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.

GENERAL FUND (\$ IN THOUSANDS)			
OBLIGATIONS / APPROPRIATIONS	FY22 CURRENT ESTIMATE	FY23 PROPOSED	FY23-FY22 CHANGE
Personal Services	1,950,813	2,040,110	89,297
Personal Services - Other Benefits	701,940	760,865	58,925
Personal Services - Pension Contribution	802,847	842,533	39,686
Personal Services - Pension	636,938	641,202	4,264
Personal Services - Pensions - Sales Tax	74,219	78,821	4,602
Personal Services - Pensions - Pension Plans 10 and 16	450	1,200	750
Personal Services - Pension Obligation Bonds	91,240	121,309	30,069
Purchase of Services	1,087,960	1,167,059	79,099
Materials, Supplies, and Equipment	142,418	128,773	(13,655)
Contributions, Indemnities and Taxes	381,357	385,542	4,185
Debt Service	192,667	193,710	1,043
Payments to Other Funds	42,052	63,261	21,209
Labor Reserve	5,630	10,566	4,936
Reopening & Recession Reserve	10,000	20,000	10,000
Budget Stabilization Reserve	-	-	-
<b>Total</b>	<b>5,317,694</b>	<b>5,612,419</b>	<b>294,725</b>

### FY23 GENERAL FUND: PROPOSED EXPENDITURES



\*INCLUDES PENSION CONTRIBUTION, PLANS 10 AND 16, AND OBLIGATION BONDS

The proposed FY23 General Fund expenditures total \$5.6 billion, a \$294.7 million increase (5.5 percent) from the FY22 current projections. Healthcare and pension costs as well as increases in personnel salaries account for more than half of that increase (\$187.9 million). The remaining \$106.8 million is for continuing and expanded commitments including 911 co-responders and mobile crisis units, violence prevention, behavioral health supports for individuals at-risk for engaging in gun violence, attaining stable five-day service at city libraries, expanding mechanical street sweeping to reduce litter on the City's streets and sidewalks, increased vacant lot maintenance and stabilization, and increased educational investments for the School District, Community Schools, and PHLpreK.

## 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 programs and services for residents, businesses, and visitors. The single largest expenditure in the General Fund budget is compensation for employees. The pay-related cost for General Fund employees is budgeted to be \$2.04 billion in FY23, a 4.6 percent increase over FY22's level, which reflect salary increases and new positions.

▲ **PENSIONS:** In FY23, pension costs will be 15.0 percent of General Fund expenditures compared to 12.5 percent in FY16, the beginning of the Kenney Administration. The City will not attain fiscal stability until it has solidified the financial condition of the pension fund. To address this, the Administration has implemented a multi-step process to reduce the pension system's unfunded liability and get to 80 percent funded by FY29 and 100 percent funded by FY33. That process has resulted in the system's funding percent increasing from 44 percent to about 54 percent in the last five years and in its assets having grown by over \$500 million in just the last year.

In FY23, General Fund pension payments (including the pension contribution from Sales Tax revenues) are projected to total of \$842.5 million compared to \$802.8 million in FY22, an increase of 4.9 percent. From FY23 to FY27, the increase in the pension contribution is projected to be almost \$38.5 million overall.

▲ **HEALTH BENEFIT COSTS:** General Fund health benefit costs are budgeted to total \$760.9 million, 14 percent of the FY23 proposed budget. Health benefit program costs are one of the largest items in the City's budget. 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. Managing costs while maintaining a commitment to adequate healthcare for City employees and their families is a

necessary task to retain employees and keep the workforce available for work. 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 8.4 percent from FY22 to FY23.

▲ **CONTRIBUTION TO THE SCHOOL DISTRICT:** One of the largest increases in spending in the FY23 budget is the City's contribution to the School District of Philadelphia (SDP). There is no investment that is more important than funding education and this Plan builds on the increased contributions to the District that began in FY19. The Five Year Plan also supports teachers and students, with nearly \$1.4 billion for the District and \$253.2 million for the Community College of Philadelphia over five years. Additionally, in FY23, 300 new slots will be added for PHLpreK, bringing the total to 4,300, and three new Community Schools will be added, bringing the total to 20.

▲ **DEBT SERVICE:** Debt service shown in the Sinking Fund Commission's budget represents 7.7 percent of the total FY23 General Fund proposed budget. This includes debt service on General Obligation bonds and long-term contracts and leases. The Debt Management chapter discusses the City's debt in more detail. Over the course of the Five Year Plan, the City's debt service will increase.

▲ **INDEPENDENT OFFICIALS:** The FY23 proposed budget for Independently Elected Officials is \$251.6 million, representing 4.5 percent of General Fund expenditures. This includes \$119.8 million for the First Judicial District; \$43.3 million for the District Attorney's Office; \$28.9 million for the Sheriff's Office; \$22.8 million for the City Commissioners; \$19.0 million for City Council; \$10.8 million for the Office of the Controller; \$4.7 million for the Register of Wills; \$1.2 million for the Board of Ethics; and \$1.1 million for the Board of Revision of Taxes.

## **EXPENDITURES IN CONTEXT**

**OTHER OPERATING FUNDS:** The General Fund represents about 46.2 percent of all operating funds administered by the City. Often, those other funds have dedicated uses and the funds cannot be reallocated beyond their intended use. For some departments, as much as 99 percent of funding comes from operating funds other than the General Fund. For example, the Office of Behavioral Health and Intellectual disAbility Services has a total budget of over \$1.6 billion, the single largest operating department budget, but the General Fund share is just \$27.3 million (1.6 percent). Other departments do not have the benefit of funding streams other than the General Fund. Prisons, Human Resources, and the Office of Property Assessment are among the departments entirely supported by the General Fund. Viewing the General Fund expenditures in isolation can distort understanding of the level of financial resources and service delivery.

**FIXED AND INFLEXIBLE COSTS:** Within the General Fund, about 52.1 percent of spending is fixed or inflexible and the remaining 47.9 percent is discretionary. Fixed costs, roughly 24.8 percent of General Fund spending, are those that the City has a legal obligation for, and include payments for debt service and pensions, that cannot be changed in the short term. Inflexible costs, about 27.3 percent of spending, include those where there is limited ability to make changes, such as agencies related to the Court System due to constitutional mandate. It also includes expenditures, like funding for medical benefits, that would require modifications to collective bargaining agreements and/or significant operational changes elsewhere in the budget. These fixed and inflexible costs constrain the City's ability to make new investments or reallocate existing funding.



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 workers to maintain safe and clean streets, respond to fires and emergencies, support health and human service operations, and deliver other critical municipal services. These workforce costs represent \$3.6 billion of the City's \$5.6 billion projected General Fund expenses in FY23 and claim a greater share of the City's budget than any other expenditure category. As a result, workforce costs are a key factor in the City's fiscal health.

## CONTRACT NEGOTIATIONS

As of February 23, 2022 the City had 26,339 full-time and part-time employees. More than 85% (22,519 employees) were represented by one of the City’s municipal unions:

 EMPLOYEE GROUP	 COUNT	 CONTRACT TERM
Fraternal Order of Police (FOP Lodge 5)	6,128	7/1/2021-6/30/2024
Deputy Sheriffs and Register of Wills (Lodge 5)	333	7/1/2017-6/30/2021*
International Association of Firefighters (IAFF Local 22)	2,659	7/1/2021-6/30/2024
AFSCME District Council 33 <sup>1</sup>	7,809	7/1/2021-6/30/2024
Correctional Officers (Local 159 - District Council 33)	1,460	7/1/2017-6/30/2021*
AFSCME District Council 47	3,693	7/1/2021-6/30/2024
Local 810 (District Council 47 Court Employees)	437	7/1/2021-6/30/2024
Non-Represented Civil Service	1,108	--
Exempt	2,712	--
<b>TOTAL EMPLOYEES (ALL FUNDS)</b>	<b>26,339</b>	

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<sup>1</sup>District Council 33 includes crossing guards.

\*The agreements for the Deputy Sheriffs and Register of Wills and Correctional Officers bargaining units are in interest arbitration.

Before the pandemic struck, all the City’s unions were covered by bargaining agreements through June 30, 2020. However, at the beginning of the COVID-19 pandemic, the City reached one-year extension agreements with each of the municipal unions to extend the terms of the existing contracts until June 30, 2021. Each of the agreements that expired at the end of FY20 included significant reforms to improve the health of the City’s pension fund, which put the City on track to achieve its goal of having the City Pension Fund 80% funded by 2029 and 100% funded by 2033. As the agreements expired at the end of FY21, the City has been working with its union partners to reach agreements that are fair to employees while also maintaining the City’s fiscal health. New contracts have been reached with District Council 33, District Council 47, the Fraternal Order of Police, Lodge 5, and the International Association of Firefighters covering the term of July 1, 2021 through June 30, 2024. Negotiations with the Deputy Sheriffs/Register of Wills and Correctional Officer bargaining units remain ongoing and the FY23 budget sets aside a \$10.6 million Labor Reserve to absorb those costs.

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.

## RECENT WAGE TRENDS

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### **DISTRICT COUNCIL 33 (DC33):**

In September 2021, DC33 ratified a three-year agreement DC33 employees received a 2.5% wage increase in July 2021 and 3.25% wage increases in July 2022 and 2023.



### **FRATERNAL ORDER OF POLICE (FOP, LODGE 5):**

In a September 2021 arbitration award, FOP employees received a 2.75% wage increase effective July 2021 and 3.5% wage increases in July 2022 and July 2023.



### **DISTRICT COUNCIL 47 (DC47):**

In October 2021, DC47 ratified a three-year agreement. Under this agreement, DC47 employees received a stepped wage increase of 2.5% effective July 2021, as well as 3.25% increases in 2022 and 2023.



### **INTERNATIONAL ASSOCIATION OF FIREFIGHTERS (IAFF):**

In December 2021, the IAFF was awarded a three-year contract through June 2024. The panel of arbitrators awarded Local 22 wage increases of 2.75%, 3.5% and 3.5% in each year of the contract, respectively. The previous changes to pension contributions were maintained.



### **DEPUTY SHERIFF AND REGISTER OF WILLS:**

As of March 2022, the negotiations for a new agreement with the Deputy Sheriff and Register of Wills bargaining unit and the Correctional Officers bargaining unit were in the interest arbitration process. Wage increases have not yet been decided.

Pension reforms achieved in the 2017 contracts were maintained in all recent agreements reached in FY22.

The following table presents employee wage increases from FY20 to FY24 for each bargaining unit. The shaded cells indicate the most recent contract terms:

## CONTRACTS BY BARGAINING UNIT

FISCAL YEAR	FOP LODGE 5	SHERIFF'S OFFICE & REGISTER OF WILLS (FOP LODGE 5)	IAFF LOCAL 22	AFSCME DC33 <sup>1</sup>	CORRECTIONAL OFFICERS (DC33 LOCAL 159)	AFSCME DC47 (LOCAL 2187)	AFSCME DC47 (LOCAL 2186)	LOCAL 810 COURT EMPLOYEES (DC47)
FY20 <sup>2</sup>	2.5%	2.25% - Sheriff 2.0% - ROW	2.5%	2.0%	2.25%	2.0%	2.0%	2.0%
FY21	2.5% + \$750 Bonus	2.25% + \$400 Bonus	2.5%	*2% + \$750/\$475 Bonus	*2% + \$750/\$475 Bonus	*2% + \$750/\$475 Bonus	*2% + \$750/\$475 Bonus	2.0%
FY22	2.75% + \$1500 Bonus	N/A <sup>3</sup>	2.75% + \$1500 Bonus	2.5% + \$1200 Bonus	N/A <sup>4</sup>	2.5% + \$1200 Bonus	2.5% + \$1200 Bonus	2.5% + \$1200 Bonus
FY23	3.5%	N/A	3.5%	3.25%	N/A	3.25%	3.25%	3.25%
FY24	3.5%	N/A	3.5%	3.25%	N/A	3.25%	3.25%	3.25%

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<sup>1</sup> District Council 33 including crossing guards.

<sup>2</sup> One-year extension agreements were reached in Spring 2020 with all the City's unions and included wage increases effective May 2020.

\* \$750/\$475 bonus based on onsite/offsite considerations.

<sup>3</sup> The agreement covering the Deputy Sheriff and Register of Wills bargaining unit is in interest arbitration and wage increases have not been decided yet as of March 2022.

<sup>4</sup> The agreement covering the Correctional Officers bargaining unit is in interest arbitration and wage increases have not been decided yet as of March 2022.

## RECENT NON-WAGE LABOR TRENDS

In addition to wage related changes, the City bargained for new non-wage changes in the agreements with AFSCME DC 33 and DC 47, FOP Lodge 5, and IAFF Local 22.

Parental leave was expanded to the four unions, providing employees with up to four weeks of paid parental leave. Under the new agreements, the City provides Juneteenth as an additional paid holiday and modified Columbus Day to Columbus/Indigenous Peoples Day.

**District Council 33:** Changes to the grievance arbitration procedure were bargained, namely routing claims of discrimination through the employee relations unit and ensuring that arbitrations regarding such claims are heard by arbitrators experienced in employment law. The new agreement also expands the sick leave donation program, allowing employees to make specific donations regardless of compensation levels.

**District Council 47:** The City agreed to establish a committee to explore tuition reimbursement options to further enable employees to seek professional development. Funeral leave was expanded to allow paid leave to apply for attending funeral services for step-children and step-parents. Changes were made to in-position promotion rules, allowing DC 47 members to be eligible for in-position promotion and permitting master's degrees to be considered for education and experience requirements. This agreement includes grievance arbitration procedural changes like DC 33. This agreement also includes parental leave and holiday language identical to the changes in the DC 33 agreement.

**FOP Lodge 5:** Under the Award, the City received changes to Police Officer termination arbitrations. Now, arbitrations regarding the termination of a Police Officer are governed by the Police Termination Arbitration Board procedures. Other disciplinary procedure changes were made, such as requiring officers on IOD to report for Internal Affairs interviews and the inclusion of civilians on Police Board of Inquiry panels. The City also received language on civilianization. Procedures are now included to review work that has been performed by Police Officers and determine if such work can be performed by civilian employees.

**IAFF Local 22:** Under this Award, a panel may now be convened to revise the Philadelphia Fire Department's disciplinary matrix. Similar to the FOP award, the City received language on civilianization of positions.

# THE CITY'S CAPITAL BUDGET

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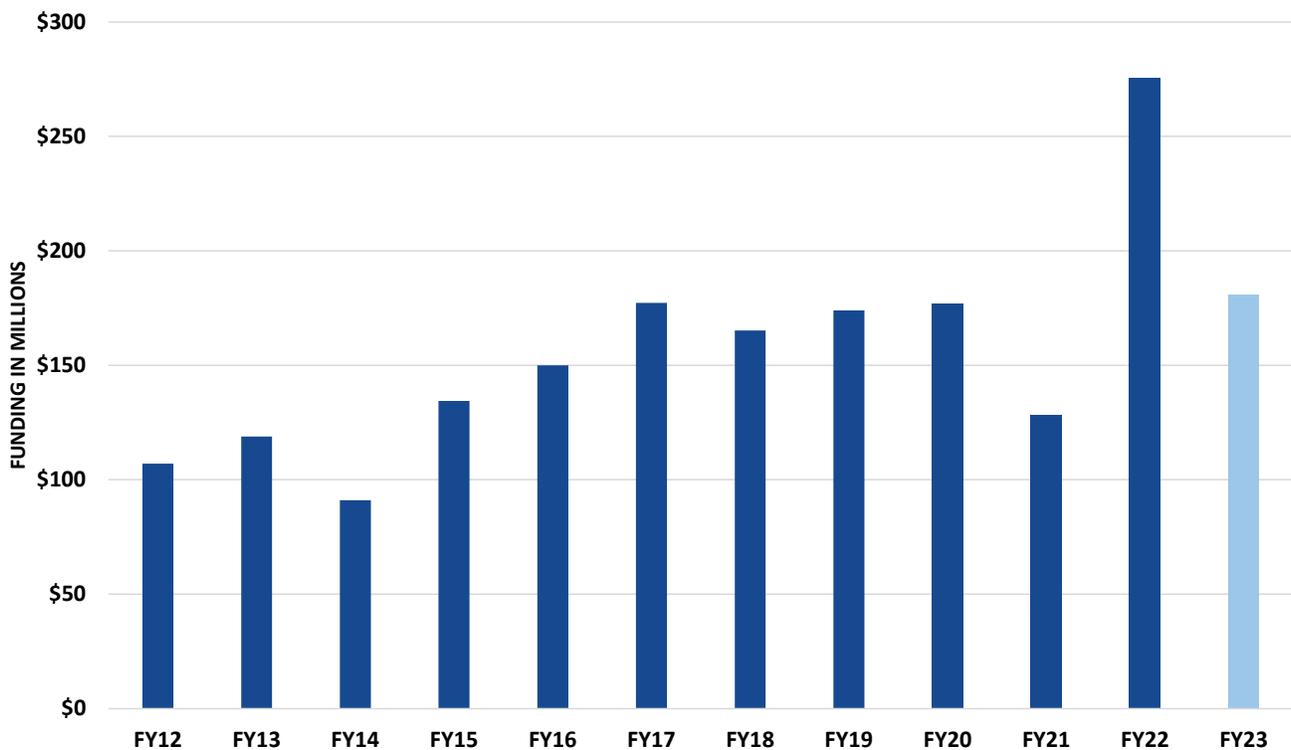
With a mix of treasured landscapes and facilities, that in some cases are centuries old, and new systems and infrastructure to support a modern city, Philadelphia must maintain and modernize its assets to meet the needs of Philadelphians today and in the future. The FY23 Capital Budget and FY23-28 Capital Program will balance leveraging state, federal and other outside funds to maximize investments, while pursuing other critical investment with local funding, to ensure that residents, workers, and visitors have safe, efficient, and high-quality public services and spaces. Philadelphia's numerous assets, paired with constrained finances due to both long-time challenges like poverty, and more recent disruptions like COVID-19, mean that not all desirable projects can be supported. Given the necessity of prioritizing and making trade-offs, the City has centered racial equity as a guiding principle for allocating resources.

For this Capital Budget and Plan, that means prioritizing projects in communities of color and ensuring facilities that are used disproportionately by Black and Brown Philadelphians are supported. Funding choices reflect current needs and corrections for past spending influenced by historic institutionalized racism in government priorities and funding. As the City makes spending decisions, key priorities for lasting and true equity for all Philadelphians are Quality Education for All, A Safer and More Just Philadelphia, Health Equity for All, Inclusive Economy and Thriving Neighborhoods, and Diverse, Inclusive, Efficient, and Effective Government.

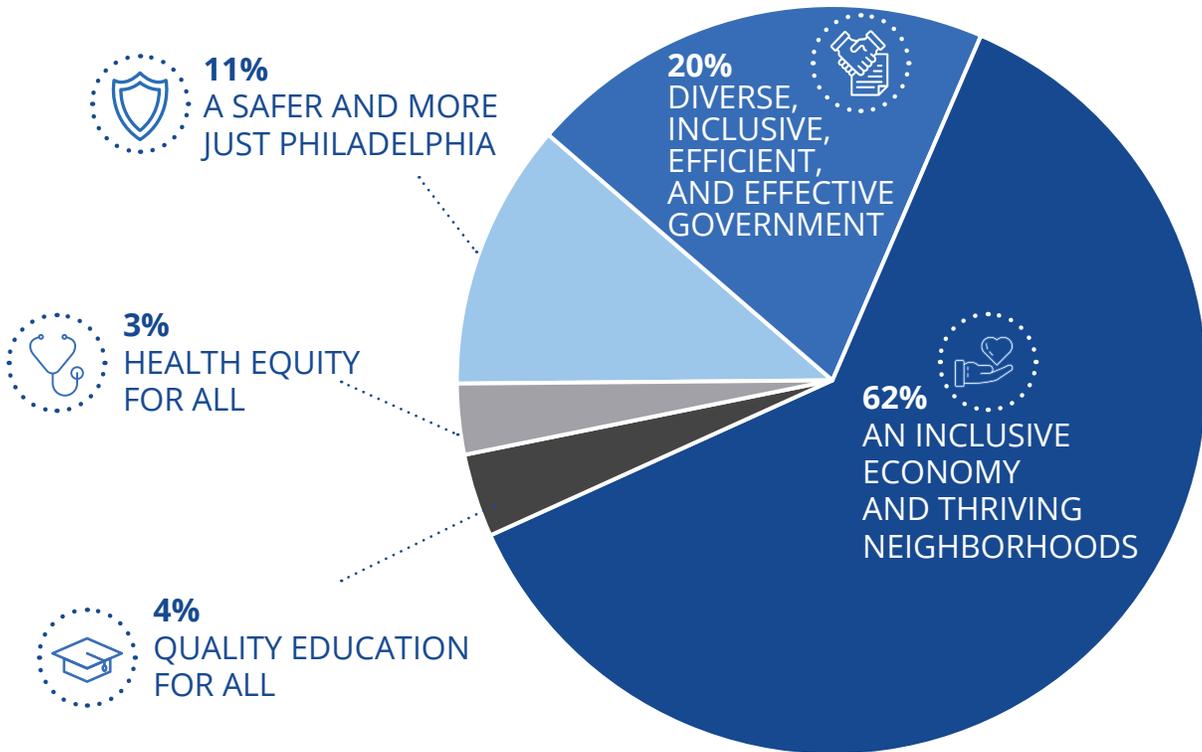
To achieve these goals, the FY23 Capital Budget provides approximately \$181 million in new, City-supported general obligation borrowing (identified as CN funds) and \$540 million of prior year, tax-supported City loans. This City commitment will help leverage \$3.1 billion from federal, state, private, and City self-sustaining enterprise, operating, and revolving fund sources for a total FY23 budget of \$3.84 billion. Over six years, the FY23-28 Capital Program includes a commitment of more than \$1 billion in new CN borrowing as part of a proposed \$10.99 billion in total capital investment.

Funding decisions for the upcoming capital budget reflect all available resources. While some 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. Recommendations for new funding are made within the context of assessing what resources a department and specific projects already have access to and the expected timing of expenditure.

### HISTORICAL FUNDING LEVELS (CN APPROPRIATIONS)



**THE RECOMMENDED CAPITAL PROJECTS AND FUNDING ALIGN WITH THE FOLLOWING MAYORAL PRIORITIES:**



**HIGHLIGHTS OF THE CAPITAL PROGRAM AND BUDGET**

**INCLUSIVE AND RESILIENT NEIGHBORHOODS (FY23 = \$112M)**

The Administration is committed to creating inclusive and resilient neighborhoods and continues to prioritize improvements to streets, transit, and recreation centers. More than 60 percent of the FY23 Capital Budget’s tax-supported funds will be used for street resurfacing, public transportation, upgrades to park and recreation facilities, business corridors, energy efficiency improvements, and Administration and Council improvements to existing facilities (ITEF) citywide. Highlights include:

**STREETS:** To increase efficiency and safety within the transportation network, the largest investment of City tax-supported funding in the FY23 Capital Budget, \$27 million, is to support repaving and ADA accessibility of Philadelphia’s streets. Over the FY23-28 Capital Program, \$173 million is programmed for paving/reconstruction of streets and ADA ramps. The FY23 Capital Budget also allocates \$2.1 million dollars for traffic control improvements, in support of the Vision Zero initiative, to make the streets safer for all users.



**TRANSIT:** The proposed capital budget includes \$5.5 million in new City funding for the Southeastern Pennsylvania Transit Authority (SEPTA). This funding will leverage \$288 million in grant funds in FY23. Projects will improve transit infrastructure, vehicles, communications, and payment technologies, providing improved reliability and safety for Philadelphia riders throughout the city and region. The City's contribution to SEPTA's investment is a required match for state and federal funding.



**PARKS AND RECREATION:** The City, through the Department of Parks and Recreation, will dedicate \$20 million in FY23 towards a transformational project at FDR Park. The plan is the first of its kind in Philadelphia, incorporating climate change projections and climate resiliency to become a centerpiece of recreation, art, ecology, and design. This investment includes construction of Pattison Plaza and Pattison Athletic Complex. The FY23 Budget also includes funding to develop a master plan for major improvements to West Fairmount Park. The Capital Program includes \$21 million to support the City's multi-year commitment for the Rebuilding Community Infrastructure (Rebuild) initiative for investments in recreation facilities. The Rebuild program will also utilize private foundation funds and separate bond issuances supported by the Philadelphia Beverage Tax to implement the program's project goals. Additionally, \$2.6 million is dedicated to making improvements to Philadelphia's cultural facilities. The FY23 budget also provides funding for general interior and exterior improvements to facilities including swimming pools, and improvements to various creeks, roadways, and the citywide tree canopy.



**MANAGING DIRECTOR'S OFFICE (MDO) :** The Capital Budget includes \$250,000 towards improvements at the Animal Care & Control Team (ACCT) facility and \$50,000 for capital improvements for Bikeshare.



**COMMERCE - NEIGHBORHOOD COMMERCIAL CENTERS:** In FY23, \$1 million will be set aside to enhance neighborhood and community-serving commercial centers and corridors and will augment funds approved in prior years but not yet spent. Additionally, \$2 million will support improvements on East Market Street to support pedestrian and open space features as part of a larger project that creates jobs and activity in this corridor. Funding from the City is coordinated with additional funding from state, regional, and private sources.



**COMMERCE - INDUSTRIAL AND WATERFRONT LAND REDEVELOPMENT:** Industrial and Waterfront Land Redevelopment – The FY23 Capital Budget appropriates \$3 million to finalize the Schuylkill Riverfront Christian to Crescent project. Along the Delaware River, the Penn's Landing (I-95) cap will received \$12 million. The Commerce Department's capital budget also supports investments at the Navy Yard and improvements in support of the Lower Schuylkill Master Plan.



**OFFICE OF SUSTAINABILITY:** The FY23 budget allocates \$500,000 to the Office of Sustainability to be used in conjunction with funds from prior years and revenue from energy rebates to continue installing energy efficiency equipment and controls that reduce the City’s energy costs, consumption, and carbon footprint. These funds will be used to support projects such as adding or replacing existing building lighting with new LED lighting and adding system monitoring technology to City facilities.



**FINANCE:** Through Improvements to Existing Facilities (ITEF) funding, the Mayor and District Council Members can allocate appropriations to City-owned assets throughout the City including streetscape improvements, facility upgrades, and investments in cultural institutions.



## **A DIVERSE, INCLUSIVE, EFFICIENT, AND EFFECTIVE GOVERNMENT (FY23 = \$36M)**

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The Capital Program and Budget provides critical investments that address deferred maintenance, increase operational efficiencies, and keep the City’s facilities in a state of good repair. Approximately 20 percent of the FY23 budget will support this category of investment. Highlights include:



**PUBLIC PROPERTY – BUILDINGS AND FACILITIES:** \$1.2 million in City tax-supported funds is budgeted in FY23 for interior and exterior facility improvements and environmental remediation.



**OFFICE OF INNOVATION AND TECHNOLOGY (OIT):** More than \$20 million of new City, tax-supported funding is allocated in FY23 to implement planned improvements to Citywide and departmental applications, communications systems, and computer network stabilization and enhancement. These investments are essential to enable the vast majority of City service delivery that depend on IT infrastructure.



**FLEET:** Over \$13.5 million is budgeted in FY23 for the purchase of new, capital-eligible vehicles for Fire, Streets, and other departments. The purchase of specialized fire apparatus, EMS vehicles, trash compactors, construction equipment, and grounds maintenance equipment is essential to replace outdated apparatus, ensure vehicle availability, and to manage personnel overtime. In addition to funding for vehicle purchases, \$1.75 million will support improvements at fleet shops and acquisition of a new fuel monitoring system.



## **SAFER AND MORE JUST PHILADELPHIA (FY23 = \$21M)**

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The Administration is committed to providing capital funds that support the departments and facilities that help ensure public safety and justice. Highlights include:



**POLICE – NEW FACILITIES AND RENOVATIONS:** \$8.8 million is budgeted in FY23 for the Police Department to support the construction and outfitting of new and renovated Police facilities, specifically major renovations to Police District 39 on Hunting Park Avenue.



**PRISONS – RENOVATIONS:** More than \$5 million is budgeted for Prisons, with \$1.58 million will be used to start the roof renovation project at Curran-Fromhold Correctional Facility (CFCF). Over \$4 million will be provided to replace locks at Curran-Fromhold Correctional Facility (CFCF) and Riverside Correctional Facility (RCF).



**FIRE FACILITIES:** \$4.5 million for ongoing improvements to Fire Department facilities in FY23.



## **QUALITY EDUCATION FOR ALL (FY23 = \$6.5M)**

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The Kenney Administration is committed to ensuring equity in the delivery of educational programs. This budget allocates \$6.5 million in CN funds to the Free Library, Art Museum, and Zoo in FY23. These funds help extend programming to residents in need of resources and opportunities.



**FREE LIBRARY:** \$2.5 million is budgeted in FY23 for the Free Library to make improvements to the central and branch libraries. Of this, \$1 million is dedicated to the Rebuild program.



**ART MUSEUM:** \$2 million is budgeted for the Art Museum for building rehabilitation in FY23. These capital improvements are for safety and basic operations.



**ZOO:** \$2 million is budgeted in FY23 for the Zoo. Funding will improve roof, HVAC, electrical systems, and interior renovations.



## **HEALTH EQUITY FOR ALL (FY23 = \$5.5M)**

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The Kenney Administration is committed to ensuring equitable access to health and safeguarding residents from threats that cause disease and injury. To that end, the Capital Program will support funding to the City's Health facilities and to the Office of Homeless Services. This includes:



**HEALTH:** The Department of Public Health is budgeted for \$4 million for FY23 for facility renovations and repair, specifically for major renovations to Health Center 3. Over \$20 million in a combination of reprogrammed funds and operating revenue will be used to support the ongoing fit out of the new Public Health Lab.



**OFFICE OF HOMELESS SERVICES – FACILITY RENOVATIONS :** \$1.5 million is budgeted in FY23 for ongoing interior and exterior improvements to City-owned shelters and personal care facilities.

# 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, but also result in fixed costs in the future. In FY22, General Fund debt service paid by the City's Sinking Fund and payments on pension obligation bonds will be about \$300 million and are projected to grow each year. Although the City has made recent strides in reducing its 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 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. In FY22, current pension costs accounted for approximately 15 percent of General Fund expenditures. The City's high level of combined fixed and inflexible costs (an estimated percentage of 52.1 percent for FY23) between debt service and pensions remains a concern for rating agencies and potential purchasers of the City's bonds because it reduces the City's financial flexibility.

In FY23, the Sinking Fund Commission, which is charged with monitoring, investing, and paying out the funds for debt service, is expected to spend \$308.8 million on debt service, representing 7.7 percent of total General Fund expenditures. There are two debt issues budgeted outside the Sinking Fund Commission: the pension obligation bonds, which are displayed as a pension cost in the Class 100 benefits budget; and debt service on bonds originally issued in 2009 for the Youth Study Center, which is included in the Department of Human Services' budget.

As part of a continuing effort to achieve debt service savings, in recent years, the City has undertaken several refunding transactions to reduce its overall debt burden, as well as reducing its interest rate risk by decreasing its exposure to variable rate debt and swaps. Swaps are agreements with counterparties by which the City agrees to make semi-annual fixed rate payments in exchange for receiving monthly variable rate payments. Since January 2016, the City has enacted refundings which have achieved approximately \$124 million in net present value savings for the General Fund over the life of the bonds. At the same time, the General Fund's swap portfolio has been reduced from 10 percent to four percent of total debt, de-risking its debt portfolio and creating more certainty for future debt service by locking in lower fixed rates. Over the same time, the City has achieved over \$140 million in net present value savings on Airport debt service and \$151 million in net present value savings on Water debt service through strategically refunding outstanding bonds.

## **CREDIT RATINGS**

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Credit ratings are a key factor in determining the interest rate the City pays on borrowings. In general, the higher the City is rated, the lower its interest costs will be. The City maintains "A" category ratings for its General Obligation debt from all three major rating agencies: A2 (Moody's Investors Service, or "Moody's"), A (Standard & Poor's, or S&P), and A- (Fitch). The City achieved ratings in the 'A' category from all three rating agencies for the first time in its history in December 2013, and through a combination of strong economic growth and prudent fiscal management, has been able to maintain ratings in this category over the last nine years. In September 2021, Fitch Ratings improved its outlook on the City's General Obligation rating from negative to stable due to the City's improving reserve levels and receipt of the federal American Rescue Plan Act funds. This followed Fitch previously revising its outlook on the City from stable to negative in March 2021 based on a large decline in General Fund reserves driven by the financial impacts of COVID-19. S&P's outlook on the City's General Obligation rating changed from positive to stable in April 2020. This was part of a system wide change that affected issuers across the country considering financial challenges posed by COVID-19. Moody's has not taken actions on the City's rating since November 2018 (when it revised the outlook from negative to stable). The Fitch rating is the City's lowest of the three agencies and, so any future changes may impact future borrowing costs.

BOND TYPE	MOODY'S	S&P	FITCH
General Obligation Bonds	A2	A	A-
Water and Wastewater Revenue Bonds	A1	A+	A+
Airport Revenue Bonds	A2	A-	A
Gas Works Revenue Bonds	A3	A	A-

Ratings in the “A” category from all three agencies is a major achievement for the City, as this permits the City to access a broader base of institutional investors (some investors will not purchase bonds rated below A) 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 2021. 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 limits tax revenue available to support general services and weighs on the economic performance of the City due to increased demand for those services. The pandemic has exacerbated this issue through further increasing demand for City services and decreasing the amount of available tax revenues.

## IMPACT OF DEBT ON CITY OPERATIONS

As stated above, in FY23, the Sinking Fund budget is \$308.8 million, or 5.5 percent of FY23 General Fund expenditures. The following chart shows the five-year amounts for the Sinking Fund Commission, representing debt service costs to be incurred by the General Fund.

FISCAL YEAR	ESTIMATED EXISTING SINKING FUND BUDGET	SINKING FUND BUDGET AS PERCENTAGE OF GENERAL FUND EXPENDITURES
FY23	\$308,797,721	5.5%
FY24	\$348,383,959	6.0%
FY25	\$365,954,985	6.2%
FY26	\$379,119,520	6.4%
FY27	\$392,694,151	6.6%

The City also pays debt service on Pension Obligation Bonds. A portion of these bonds were recently restructured to reduce the short-term burden to help navigate budget shortfalls caused by COVID-19 on the General Fund by approximately \$81 million in FY21 and \$2 million in FY22. After this restructuring, the General Fund portion of this debt service is estimated to be \$110 million in FY23. Together, these two obligations represent 7.5 percent in General Fund fixed costs in FY23. While the transaction provided critical short-term relief, the City will have additional debt service in future years through Fiscal Year 2035.

Working with the City Treasurer's Office, the Water and Aviation funds issue their own debt and are budgeted for debt service of \$201 million and \$119 million respectively, in FY23. The budgets for both funds constitute modest increases over recent fiscal years, and as each fund's capital plan is implemented, debt service is projected to increase to \$337 million and \$160 million respectively, in FY27. The increase in debt service for the Water Department is driven by its sizable capital plan, which is required for the City to comply with its Consent Decree with the federal government. While the Water and Aviation credit ratings are influenced by the City's rating, they each have their own ratings.

## CURRENT DEBT OBLIGATIONS

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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 percent of the immediately preceding 10-year average of assessed value of taxable real property, with debt greater than three percent of the preceding 10-year average of assessed value of taxable real property having to get voter approval. However, given that the City's FY22 approved General Obligation debt was less than this three percent threshold, it did not need voter approval. As a result of the implementation of the City's Actual Value Initiative, which changed the City's assessments from capturing a fraction of properties' values to capturing their full value, the assessed value of taxable real estate within the city increased substantially, causing the constitutional debt limit to increase and no longer be a limiting factor on new debt issuance. As of June 30, 2021, the amount of authorized debt applicable to the debt limit is 2.45 percent of the preceding 10-year average of assessed value of taxable real property. Because the Assessed Value Initiative has led to a substantial increase in the City's debt limit and property taxes are not one of the largest sources of revenue, this constitutional limitation does not provide a meaningful restriction. Therefore, in addition to the constitutional limit, the City's [debt policy](#) 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 can issue tax-supported obligations using its related authorities, like the Philadelphia Authority for Industrial Development. 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. Service Agreement debt is not subject to the constitutional debt limit but is subject to the limits included in the City’s debt policy. 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. Historically, the City has issued General Obligation bonds to fund a portion of the capital budget, while City Service Agreement debt has typically been utilized to fund large individual projects associated with an initiative, such as Rebuild or the Basic Systems Repair program. City Service Agreement bonds are also not subject to the constitutional debt limit and provide more flexibility in structuring a financing.



**TAX AND REVENUE ANTICIPATION NOTES (TRANS):** At times, the City has not been able to adjust to the unbalanced timing of revenue collection and spending needs without borrowing money on a short-term basis to meet its cash flow needs within the fiscal year. The City issued notes in anticipation of the receipt of income by the General Fund – TRANS – in each fiscal year but one from FY72 through FY18. The City did not issue a TRAN in FY19 or FY20 due to an improved cash position. Due to the economic uncertainty caused by the pandemic, the City issued a \$300 million TRAN in FY21. The City did not issue a TRAN in FY22 and does not anticipate issuing a TRAN in FY23 due to its improved cash position.



**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 enterprise.

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, 2020)</b>	
<b>General Obligation and PICA Bonds</b>	
General Obligation (GO) Bonds	\$1,635,820
PA Intergovernmental Cooperation Authority (PICA) <sup>1</sup>	\$33,955
<b>Subtotal: GO and PICA bonds</b>	<b>\$1,669,775</b>
<b>Other Long-Term Debt-Related Obligations</b>	
<b>Philadelphia Municipal Authority (PMA)</b>	
Juvenile Justice Center	\$76,565
Public Safety Campus	\$59,595
Energy Conservation	\$6,800
<b>Subtotal: PMA</b>	<b>\$142,960</b>
<b>Philadelphia Authority for Industrial Development (PAID)</b>	
Pension capital appreciation bonds	\$169,407
Pension fixed rate bonds	\$856,435
Stadiums	\$200,120
Library	\$2,990
Cultural and Commercial Corridor	\$71,370
One Parkway	\$19,495
Affordable Housing	\$47,430
400 N. Broad <sup>2</sup>	\$234,508
Art Museum	\$9,240
Rebuild	\$73,670
<b>Subtotal: PAID</b>	<b>\$1,684,665</b>
<b>Philadelphia Parking Authority (PPA)</b>	<b>\$8,500</b>
<b>Philadelphia Redevelopment Authority (PRA)</b>	<b>\$172,990</b>
<b>Subtotal: Other General Fund-Supported Debt</b>	<b>\$2,009,115</b>
<b>Revenue Bonds</b>	
Water Fund	\$2,279,749
Aviation Fund	\$1,449,440
Gas Works	\$1,086,775
<b>Subtotal: Revenue bonds</b>	<b>\$4,815,964</b>
<b>GRAND TOTAL</b>	<b>\$8,494,854</b>

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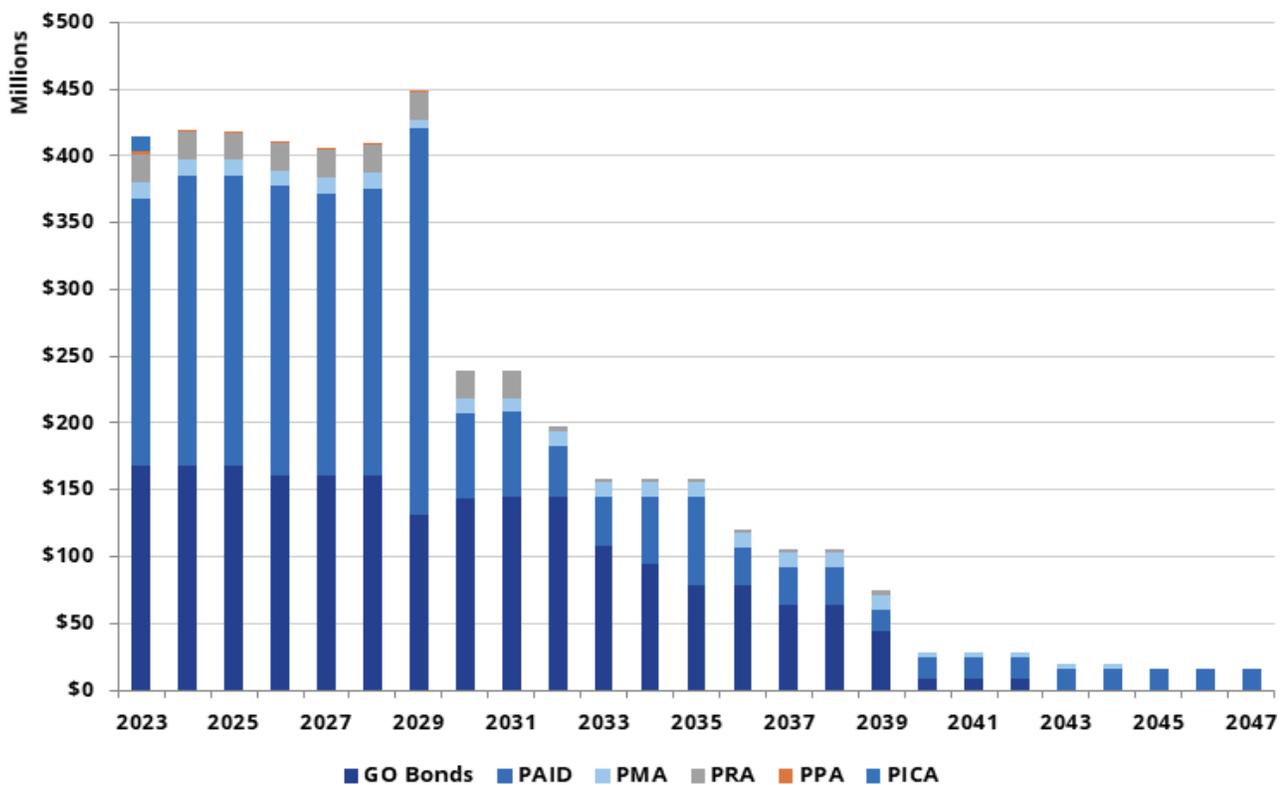
<sup>1</sup> In Fiscal Year 1992, the PICA Act authorized the City to impose a tax for the sole and exclusive purposes of PICA. The PICA Act authorizes PICA to pledge the PICA Tax to secure its bonds and prohibits the Commonwealth and the City from repealing the PICA Tax or reducing its rate while any 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

<sup>2</sup> Includes sublease payments of approximately \$15.2M annually, for the police headquarters renovation and projects that in year nine (2026), the City issues approximately \$200 million in bonds to acquire the project at an assumed interest rate of 5 percent over the next 20 years.

At the end of FY21, the City had \$8.495 billion in long-term debt outstanding, including \$1.6 billion in outstanding General Obligation Bonds, \$34 million in PICA bonds, \$2 billion in other General Fund-supported debt obligations, and \$4.816 billion in Revenue bonds. Of the total balance of City General Obligation bonds issued and outstanding on June 30, 2021, approximately 31 percent is scheduled to mature within five fiscal years, and approximately 64 percent is scheduled to mature within 10 fiscal years. Ninety four percent is fixed-rate debt and six percent or \$100 million, is hedged variable-rate debt, meaning that interest rates and costs could fluctuate over time. Approximately \$2.5 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 percent of all outstanding principal scheduled to be repaid within 10 years. Also, the target maximum of variable rate debt is 35 percent. As of June 30, 2021, outstanding General fund-supported debt per capita is approximately \$2,294 and debt service per capita in FY22 is projected to be approximately \$238.

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>4</sup>



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<sup>4</sup> Annual debt service each year includes principal and interest payments



# PERFORMANCE MEASURES

The City of Philadelphia utilizes Program-Based Budgeting (PBB). PBB is a budgeting tool where all budgetary information is organized around the City's programs and services. The budget will show the costs of the program, the revenues that the program generates, as well as showing a way to evaluate the program's effectiveness and outputs through performance metrics. Organizing the information in this way, rather than at the department and division level, provides a clearer picture of how much money is being spent on each program, the services that program delivers to Philadelphians, as well as how well the program is performing.

As the City continues to recover from the impacts of the COVID-19 global health pandemic and ensuing economic shut-down, department performance measures reflect many of the trends in recovery seen throughout the City. The Five Year Plan includes data from Fiscal Year 2021 and targets for the current fiscal year and the upcoming fiscal year 2023, which helps to illustrate the changes in performance levels as the City recovers from the pandemic.

## WHAT IS THE VALUE OF A PROGRAM-BASED BUDGET?

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- ▲ **TRANSPARENCY**- The program-based budget will provide a fuller picture of performance, revenues and costs (including indirect and capital costs) associated with each program.
- ▲ **ACCOUNTABILITY**- The budget will include measurable objectives and performance measures for each program. Progress towards these goals will be a factor considered in determining future funding levels. Funding may be increased where additional resources are needed or decreased if there is insufficient justification for continued funding.
- ▲ **DATA-DRIVEN DECISION MAKING**- Understanding the full costs associated with each program, along with the value of that program and whether the program generates revenue, will enable better decision-making throughout the budget process.

## HOW DO PERFORMANCE MEASURES ALIGN WITH MAYORAL PRIORITIES?

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Within each department, performance measures align with the FY23 strategic goals for the corresponding program as well as the departmental mission. Throughout the FY23-27 Five Year Plan an icon will be listed next to each performance measure to show the reader how each measure aligns with Mayoral Priorities:



**QUALITY  
EDUCATION  
FOR ALL**



**A SAFER AND  
MORE JUST  
PHILADELPHIA**



**HEALTH  
EQUITY FOR  
ALL**



**INCLUSIVE ECONOMY  
AND THRIVING  
NEIGHBORHOOD**



**DIVERSE, EFFICIENT,  
AND EFFECTIVE  
GOVERNMENT**

## EXAMPLE:

**DEPARTMENT:** MANAGING DIRECTOR'S OFFICE

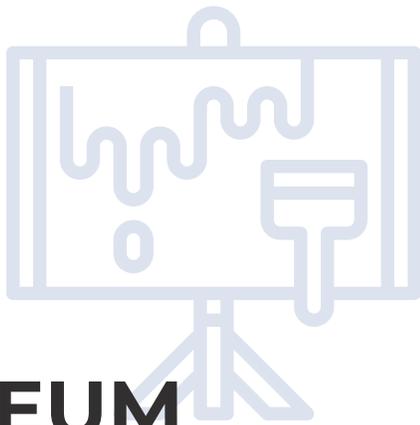
**PROGRAM:** PHILLY311

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Median timeframe to answer calls (in minutes)	5:02	< 4:00	< 4:00	
Percent of 311 Net Promoter Score (NPS) survey respondents who are "service detractors"	43.9%	< 50.0%	< 50.0%	
Percent of contacts who utilize mobile and web applications to contact 311	52.5%	>50.0%	>50.0%	
Average score for tickets and phone calls monitored by 311 supervisors	88.0%	>86.0%	>86.0%	

A complete list of performance measures are included in the appendix with the associated Mayoral Priority.

# ART MUSEUM



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## PROGRAMS

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### ART MUSEUM



**DEPARTMENT PAGE**  
[PHILAMUSEUM.ORG/](https://philamuseum.org/)

## 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.

# BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 500 - Indemnities/ Contributions</b>	2,040,000	2,040,000	2,040,000	2,040,000	2,040,000	2,040,000	2,040,000	2,040,000
<b>Total</b>	2,040,000	2,040,000	2,040,000	2,040,000	2,040,000	2,040,000	2,040,000	2,040,000

## PROGRAM 1: ART MUSEUM

### RECENT ACCOMPLISHMENTS



**SCHOOL DISTRICT OF PHILADELPHIA STUDENTS ENGAGEMENT:** Despite pandemic closures and capacity limits, the Museum continued to reach more than 10,000 school-children from the School District of Philadelphia and other surrounding schools, colleges, and universities through virtual programming. Approximately 8,500 of these engagements were with K-12 students in the School District of Philadelphia.



**COMPLETED CONSTRUCTION OF THE CORE PROJECT:** The Museum completed construction on the Core Project, which upgraded and modernized the building systems in the Main Building, enhanced visitor amenities, including making the building ADA-compliant and added 23,000 square feet of new gallery space for the display of early American art and Modern and Contemporary art.



**GENERATED REVENUE:** The Museum continued to have a net positive impact on the city and regional economies, generating more than 4 times the amount of tax revenue than it received in operating funding from the City of Philadelphia.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
<b>Student Engagement: Number of students reached from Philadelphia District-Operated and Charter Schools through onsite visits and virtual programs<sup>1</sup></b>	1,802	10,000	N/A	
<b>Security costs per square foot<sup>2</sup></b>	\$2.92	\$4.36	N/A	
<b>Maintenance and operating costs per square foot<sup>2</sup></b>	\$3.32	\$3.58	N/A	

<sup>1</sup>It has been a slow start to the school year. The museum experienced a significant decrease in the number of School District of Philadelphia teachers that signed up for virtual lessons compared to last year. Anecdotally, teachers have indicated that they and their students are experiencing online fatigue and would prefer to wait until they can come back on site. However, the museum is starting to see an uptick in requests for 2022 and the Education Department is building up capacity to conduct more programming. Please note, the impact of the low pediatric vaccination rates in the city may significantly impact the ability to conduct in person educational programming.

<sup>2</sup>Due to pandemic-related closures from July - September 2020 and mid-November 2020 – early-January 2021, a reduction in public hours and staffing reductions, the FY21 actuals are substantially lower than historical and future costs. FY22 is the first full fiscal year following the completion of the Core Project, which added 90,000 square feet. The museum has not yet quantified the impact of securing and maintaining this additional space. Thus, FY22 actuals are subject to change.

## FY23 STRATEGIC GOALS

- ▲ Through both virtual and eventually, on-site educational programming, the Museum will continue to serve as an important educational resource for school children from the School District of Philadelphia.
- ▲ As the Museum emerges out of the pandemic, it will incrementally return to full capacity to welcome school children and visitors, which will continue to have a strong and important economic impact on the city.
- ▲ As part of an institutional commitment to advancing Diversity, Equity, Inclusion, and Access (DEIA), the Museum will conduct departmental equity audits that will inform museum leaders of equitable policy and practices happening across the museum, amplify inclusive practices that deliver results and prioritize institutional and individual actions and/or decisions that mitigate harm, align with the museum’s core values and support historically underrepresented stakeholders within and beyond the museum. The outcome will be an annual report that tracks the museum’s progress toward its commitment to be an inclusive, accessible, and welcoming cultural resource for Philadelphia.



## FY23-27 STRATEGIC INITIATIVES

The Museum will welcome a new Director and Chief Operating Officer in early FY23.

Return to or exceed pre-construction and pre-pandemic school visitation. Prior to construction of the Core Project, the museum welcomed approximately 45,000 school children annually.

Achieve the post-Core Project annual attendance goal of one million visitors. Prior to the Core Project, the Museum welcomed 750,000 to 850,000 visitors annually.

The increased building capacity and additional galleries for special exhibitions was intended to hold and attract an even greater number of visitors. However, due to the ongoing pandemic, that has yet to be realized. In anticipation of the Museum's 150th anniversary in 2026, as well as the country's semiquincentennial, and the centennial of the iconic Main Building in 2028, the Museum will adopt and eventually, implement various strategic initiatives to mark these milestone occasions.



# AVIATION

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## PROGRAMS

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### AVIATION



**DEPARTMENT PAGE**  
[HTTPS://WWW.PHL.ORG](https://www.phl.org)

## MISSION

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“Proudly Connecting Philadelphia with the World!” The Division of Aviation (Division) is comprised of the Philadelphia International Airport (“PHL”) and the Northeast Philadelphia Airport (“PNE”). A self-sustaining entity, the Division operates without the use of local tax dollars while generating over \$16.8 billion of economic activity for the region. Travelers through our gateway have opportunities to experience a wide variety of products and services that are distinctly Philadelphian.

## BUDGET

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Aviation does not receive General Fund support.

## PROGRAM 1: AVIATION

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### IMPACTS OF COVID-19

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The outbreak of COVID-19 in CY20 and related restrictions adopted to contain the spread of the virus continue to have adverse impacts on air travel across the globe bringing uncertainty in the form of new virus variants, yet air traffic steadily increased throughout FY21. During FY21, PHL continued to implement cost-saving measures to mitigate the impact of reduced traffic on airport revenues, including implementing an early retirement program, and continued reductions in contractual services, personnel and other expenses.

ACTIVITY	 CY20	 CY21	% CHANGE
Landed Weight - Revenue (000 lbs.)	12,930,379	15,107,759	16.8%
Operations (# of arrivals + departures)	220,123	268,884	22.2%
Enplaned Passengers	5,919,269	9,839,112	66.2%
Cargo (Mail + Freight) (Tons)	623,128	643,138	3.2%

The federal government passed legislative and regulatory actions as well as implemented measures to mitigate the broad disruptive effects of the COVID-19 pandemic, which included direct aid, in the form of grants, for airports starting in 2020. The Division has been awarded the following COVID-19 related grants: \$116.4 million in CARES Act funds in FY20; \$28.9 million in CRRSA funds in FY21, which included \$3.4 million in funding for airport concessionaires; and \$115.2 million in ARPA funds in FY21, which included \$13.7 million in funding for airport concessionaires. The grant funds are being used to assist with paying portions of debt service and operating expenses in FY20-23.

## RECENT ACCOMPLISHMENTS



**GUEST EXPERIENCE:** During the past year, PHL's Guest Experience (GX) Stakeholder Council, which includes participants representing over 35 organizations across the airport community, launched an airport-wide employee recognition program; initiated the PHL Volunteer Navigators program to attract and retain qualified volunteers across multiple demographics to serve as catalysts to provide relevant information and foster meaningful interaction with travelers as they are welcomed to the region. The Division has also implemented several new survey and data collection tools to provide timely insights into passengers' needs, expectations, and experiences at the facility.



PHL VOLUNTEER NAVIGATORS



**AIR SERVICE:** PHL continues its mission to "Connect Philadelphia with the World" and to position PHL as an important hub in the oneworld Alliance network, comprising 14 airlines, while also ensuring PHL is a valuable spoke in other global networks. Spirit announced seven new and resuming nonstop destinations from PHL launching between February and May 2022, including first-ever for PHL to Aguadilla, Puerto Rico, starting in April, and American announced its upcoming summer 2022 trans-Atlantic schedule which will feature 12 daily flights to 11 destinations, including Amsterdam, Athens, Barcelona, Paris, Dublin, Rome, Lisbon, London, Madrid, Venice, and Zurich.



**DIVERSITY INITIATIVES:** PHL received national and international awards for its Business Diversity and Civil Rights Programs this year, including the FAA's 2021 Civil Rights Advocate and Partner Award, acknowledging PHL's excellence in exceeding the standards of the DBE and ACDBE Programs. The Division's Annual Business Opportunity Forum was held virtually this year with 300 participants, of which 56 percent were minority or women-owned businesses. This year's event held breakout sessions that were focused on the specific opportunities upcoming at the Airport, including expected timelines to help businesses prepare, partner, and find support systems for businesses to prosper together in the future. A major highlight of the Forum was preparing diverse businesses for opportunities on PHL's Cargo Development Project. PHL also received a 2020 Excellence in Airport Marketing, Communications, and



INSTAGRAM POST FROM PHL'S BLACK HISTORY MONTH SOCIAL MEDIA CAMPAIGN

Customer Experience Award from Airports Council International for the Division’s Black History Month social media and website campaign, for amplifying the voices of Black individuals who are making a difference at PHL and across the aviation industry.



**SUSTAINABILITY:** Continuing the Division’s efforts to reduce emissions, PHL reached Level 1 in its journey to Airport Carbon Accreditation (ACA) as one of only 20 accredited airports at Level 1, which includes mapping emission sources within the operational boundary of the airport and calculating the annual emissions into a carbon footprint report. This step is crucial as a foundation to achieve carbon neutrality and pursue further levels of accreditation.



**CAPITAL UPDATES:** The Division completed numerous projects including the last phase of PNE’s Runway 6-24 Rehabilitation project and Phase three of PHL’s Restroom Renovation Program bringing enhanced touchless fixtures into the guest experience to limit touch points. PHL also broke ground on a new \$40 million Remain Overnight (RON) aircraft parking apron that is expected to be completed in June 2022 and serves two functions for PHL. First, the RON will provide aircraft parking space away from terminal gates, which allows airline partners to perform their terminal operations more efficiently, and second, the location provides quick access to cargo facilities and runways as PHL begins its West Cargo Development program.



**RON GROUNDBREAKING**

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure <sup>1</sup>	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Enplaned passengers (million)	6.54	11.00	14.30	
Operations (# arrivals and departures)	218,802	266,000	300,000	
Freight and mail cargo (tons) <sup>2</sup>	645,407	650,000	650,000	
Non-airline revenue (\$ million) <sup>3</sup>	\$132.63	\$125.96	\$206.20	
Retail/beverage sales (\$ million)	\$75.45	\$132.00	\$161.93	

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<sup>1</sup>The COVID-19 outbreak in early calendar year 2020 and related restrictions adopted to contain the spread of the virus continue to have adverse impacts on air travel across the globe bringing uncertainty in the form of new virus variants. Given these unknowns, Aviation was conservative in preparing the FY22 performance measures but have experienced a slow and steady increase in passengers and air traffic throughout the fiscal year, which is expected to continue into FY23.

<sup>2</sup>Prior to COVID-19 - FY19 actual data of tons of freight and mail cargo was 576,270. FY22 and projections for FY23 are projected to stay above pre-pandemic levels.

<sup>3</sup>The non-airline revenues include both operating and non-operating revenues. Non-operating revenues in FY21 and FY22 include Federal COVID-19 grants. FY22 non-airline operating revenues are projected to increase by 38% over FY21 as passenger recovery continues. FY22 grants are projected to be 54% less than were drawn in FY21. Overall, the combination of operating and non-operating non-airline revenues are projected to be 5% lower in FY22 than in FY21, entirely due to the decrease in Federal COVID-19 grants to be drawn in FY22.

## FY23 STRATEGIC GOALS

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- ▲ Advance cargo development program to allow for airfield connectivity by progressing enabling projects.
- ▲ Grow the number of airlines, non-stop destinations, cargo operations, and seats offered through PHL.
- ▲ Continue to build a culture focused on guest experience by implementing customer service training and equipping business partners to deliver experiences that address diverse needs.

## FY23-27 STRATEGIC INITIATIVES

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To further the Division’s cargo expansion program, PHL will be relocating Tinicum Island Road to allow for previously undeveloped land to connect direct to the airfield on the western end of the airport. The cargo program includes the need for wetland mitigation and the Division, in partnership with the City, is restoring approximately 30-35 acres of tidal wetlands at FDR Park, which increases climate resiliency for the park, the airport and the region at large.

Future sustainability initiatives include completing a 15-acre solar farm located at PNE helping to support the city’s goal of becoming carbon neutral by 2050 and installing 11 pre-conditioned air units in jet bridges at terminals D and E to reduce emissions, which will be funded from the award of a \$2.8 million grant from the Federal Aviation Administration’s (FAA) Voluntary Airport Low Emission Program (VALE).

The Division also remains focused on its diversity initiatives with expanded programs that will include continued outreach events/workshops, including training to prospective and ongoing concessionaires focused on operating at the airport and forming a concessions joint venture.

The Division submitted a first in the country waiver requesting the FAA allow PHL to set separate concessions goals for Black and Hispanic-owned firms; is working with the United States Department of Transportation to revise DBE Program procedures for the ongoing pandemic; is launching Small Business Roundtables to develop relationships between prime contractors and M/WBE certified firms; and will continue with the STAR Program, which recognizes and supports concessionaires in exceeding required accessibility standards.



**PHL CARGO PROGRAM**



# BEHAVIORAL HEALTH

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## PROGRAMS

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- ADMINISTRATION AND FINANCE
- BEHAVIORAL HEALTH
- HEALTHCHOICES/COMMUNITY BEHAVIORAL HEALTH
- INTELLECTUAL DISABILITY SERVICES



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/  
DEPARTMENT-OF-BEHAVIORAL-HEALTH-  
AND-INTELLECTUAL-DISABILITY-SERVICES/](https://phila.gov/departments/departments-of-behavioral-health-and-intellectual-disability-services/)

## MISSION

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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.

# BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	1,546,510	2,980,922	2,963,046	3,554,824	3,597,511	3,597,511	3,597,511	3,597,511
<b>Class 200 - Contracts/ Leases</b>	13,930,892	20,522,810	13,930,892	23,723,599	21,298,264	21,272,519	21,234,492	21,234,492
<b>Class 300/400 - Materials, Supplies, Equipment</b>	0	43,200	43,200	0	0	0	0	0
<b>Total</b>	15,477,402	23,546,932	23,579,056	27,278,423	24,895,775	24,870,030	24,832,003	24,832,003

## PROGRAM 1: ADMINISTRATION AND FINANCE

### PROGRAM DESCRIPTION

The Division of Administration and Finance has an overarching responsibility to support the Division of Administration, Finance, and Quality has an overarching responsibility to support the efforts of all [DBHIDS divisions](#) in alignment with a health economics and quality lens approach. The division supports the provision of services in a fiscally responsible manner to ensure the

### RECENT ACCOMPLISHMENTS



**WELLNESS NEWSLETTER:** Established monthly newsletter to communicate resources and opportunities that promote staff health and well-being.



**WELLNESS PARTNERS:** Implemented an active volunteer group to serve as ambassadors for the Department’s wellness program in each of the seven DBHIDS divisions.



**DIVERSITY, EQUITY, AND INCLUSION (DEI):** Establishment of Diversity, Equity, and Inclusion (DEI) Healing Spaces in response to the multiple layers of trauma, resulting from the ongoing and continuous effects of multiple factors, including the impact of the COVID-19 pandemic on staff wellness.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL <sup>1</sup>	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Employee satisfaction <sup>1</sup>	339	250	250	
Employee participation in wellness activities	695	275	275	

<sup>1</sup>This measures the number of employees who have taken the employee satisfaction survey.

## FY23 STRATEGIC GOALS

- ▲ Improve current recognition program for DBHIDS staff who achieve designated employment milestones.
- ▲ Continue to improve the onboarding process for new employees.
- ▲ Oversee departmental “Service Excellence” trainings for all DBHIDS employees.
- ▲ Expand wellness efforts with DBHIDS’ Diversity, Equity, and Inclusion (DEI) unit in support of DBHIDS and sister agency staff via internal Healing Spaces.



### FY23-27 STRATEGIC INITIATIVES

Administration, Finance, and Quality will continue to expand the Wellness Program by collaborating with other City departments and business partners to become the premier Employee Wellness model. The goal of the wellness program through this period is to enhance organizational culture and to support employee wellness needs during the ever-changing pandemic landscape. The wellness program will continue to offer both

virtual and in-person programs appropriate for a hybrid work environment. Emphasis will be on stress management, mental wellness, and work-life balance. The Department will continue to work closely with the DBHIDS Diversity, Equity, and Inclusion (DEI) team to ensure the implementation of the requisite City trainings on all departmental levels.

## PROGRAM 2: BEHAVIORAL HEALTH

### PROGRAM DESCRIPTION

The Behavioral Health Division ensures the availability of state mandated mental health and drug and alcohol services to residents of Philadelphia. Services include but are not limited to community residential, social rehabilitation, crisis intervention and emergency, community treatment, targeted case management and outpatient, as well as transitional and community integration services aimed at providing supportive environments for both those with lived experience and their families. Services also include evaluation and research, prevention and education, inpatient nonhospital, inpatient hospital, outpatient housing, and case management services.



### RECENT ACCOMPLISHMENTS



#### WARM HANDOFF PROCESS (WHO):

- The Warm Hand Off (WHO) process ensures that the transition of overdose survivors from emergency medical care; to a specialty substance use disorder (SUD) treatment, occurs. WHO implemented a web-based submissions for providers to increase accuracy of data collection and analysis.
- The Warm Hand Off Program enhanced connection with the Philadelphia Department of Public Health to increase efficacy of naloxone distribution.
- The Warm Hand Off Program created a partnership with Community Behavioral Health to enhance behavioral health and physical health integration.



#### INNOVATIVE EVENTS:

- In partnership with First Person Arts, Engaging Men of Color (EMOC) held a storytelling event, "Beyond Numbness and Anger," focusing on two areas of concern that were highlighted while surveying the community in the Fall of 2020. There were 48 participants in attendance. The two areas that were highlighted were the challenges of feeling numb to societal and personal issues, as well as the heightened levels of anger that arise from navigating traumas as men of color. These two ideas were explored through the topics of being undocumented, being incarcerated, and community violence

- Developed the first podcast series, titled “[Love in the Heart of the City](#),” which provided heartfelt interviews with six men of color, discussing a range of issues including self-care, identity, social justice and coping through trauma.
- EMOC in conjunction with First Person Arts, released the short film, “We Breathe, We Live: Protest Stories” on WHYY. This film featured men of color from various backgrounds and experiences who shared their personal narratives reflecting on the one-year anniversary of the murder of George Floyd. The film received 9,600 viewers on that evening and an additional 1,000 viewers who screened it on WHYY’s website.
- Development of the film: [OPIOIDS: A Breakdown of the Invisible Overdose Crisis in the Black Community](#). This short documentary film focuses on the language of the opioid crisis and can be used as a tool to spread awareness of the epidemic to Black communities. In collaboration with Seven Halsema, a teacher at SHOOTERS and experienced filmmaker from the Netherlands, Richard Patterson Jr., a multi-talented artist, engaged in community research and drafted a film script. Not long after, they found themselves interviewing people in Rich’s North Philadelphia neighborhood to gauge the knowledge of opioids among the people he grew up with.



#### **DEPARTMENT SPONSORED COMMUNITY EVENTS:**

- The Community-Based Services Development unit (CBSD) hosted over 50 community events and 30 virtual events.
- In FY21, Health Promotion in partnership with The Food Trust Heart Smarts® participated in Independence Blue Cross (IBX) grant providing anxiety screenings at local corner stores at 7th & Fairmount and 16th & Ontario.



#### **COMMUNITY BEHAVIORAL HEALTH SCREENINGS:**

- In partnership with the Community Behavioral Health (CBH) provider network across the city, DBHIDS hosted 116 community behavioral health screenings events (in-person and virtual) in 2021.



#### **MENTAL HEALTH FIRST AID:**

- In FY21, DBHIDS sponsored 47 trainings across Philadelphia communities where 660 people became trained in MHFA.
- In FY21, 13 people have been certified as instructors in the new virtual MHFA pilot course that was made available nationally September 2020. The virtual training is a complete overview of the training registration process, training content, training and teaching platform and attendance monitoring. All internal and external instructors are currently re-certifying to conduct virtual trainings.

- The target is to train 2,200 individuals (in-person or virtually) by end of FY22 and DBHIDS is making every effort to ensure that all communities in the city have access to MHFA trainings.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of community-based behavioral health screenings events <sup>1</sup>	71	125	125	
Number of individuals trained in Mental Health First Aid <sup>2</sup>	633	2,200	2,200	
Number of EDs with a Warm Handoff (WHO) process <sup>3</sup>	13 EDs	16 EDs	16 EDs	
Number of Innovative Community events/programming	404	270	300	
Sponsored community events attendance	814	600	650	

<sup>1</sup> Community-based behavioral health screening events (in-person or virtual) are an opportunity for individuals to learn about behavioral health, identify their behavioral health needs, and get connected to potential avenues of support that exist within their community. Attendees, whether in-person (outdoor venues) or virtually, are encouraged to review resources provided, complete a quick, anonymous mental health check-up, and speak with a peer specialist or clinical team member if additional services would be beneficial.

<sup>2</sup> Increase in FY22 and FY23 target is due to increased availability due to virtual trainings.

<sup>3</sup> Please note that “EDS” stands for “Emergency Departments” CRS was removed from the performance measure because CRSs are staff members who provide the actual service. The new measure reflects emergency departments with warm handoff procedures.

## FY23 STRATEGIC GOALS

### WARM HANDOFF

- Reduce overdose fatalities citywide with the goal of having the WHO process in 15 Emergency Departments (EDs).
- Develop a sustainability plan for WHO programming as a Medicaid billable service.
- Enhance telephonic/telehealth, naloxone distribution, and data collection capabilities of the WHO Program.
- Develop specific, measurable, attainable, realistic, and time-bound (SMART) objectives

for hospital EDs and CRCs that serve individuals with substance use disorder (SUD).

- After a critical analysis of FY21 service delivery data, DBH will work closely with providers to outline service objectives and benchmarks that meet the needs of each hospital system

### **INNOVATIVE COMMUNITY EVENTS**

- Create new strategies to address trauma associated with rising gun violence and homicide numbers across the city by utilizing conversation and the arts to make authentic connections and impact. Also, re-engage youth-serving organizations to meet this desired outcome.
- Create new content with First Person Arts, including short films and virtual programming to spark healthy conversations about mental health and reduce stigma.
- Continue to partner with other City entities, including the Mayor's Office of Black Male Engagement, Mayor's Office of Diversity, Equity and Inclusion, and the Managing Director's Office to address issues impacting males of color.

### **SPONSORED COMMUNITY EVENT**

- Continue to track the number of participants at community engagement events.
- Increase the number of events to address the stress and trauma associated with community violence, economic uncertainty, and systemic racism.
- Increase the number of virtual and hybrid events to increase reach of vulnerable individuals in the community.

### **COMMUNITY BEHAVIORAL HEALTH SCREENINGS**

- Increase the number of Community Behavioral Health Screening events (in-person or virtual) by 25 percent reaching 125 individuals each event
- Actively engage non-traditional communities in non-traditional locations (office buildings, banks, malls, college student centers, outdoor food markets, nursing homes, and gyms).
- Diversify demographics (through planned awareness campaigns) of those who complete a screening in the community, online or via virtual events, and reach targeted populations through innovative partnerships such as The Food Trust and DBHIDS collaborations with physical health partners (i.e., Health Partners Plans, Independence Blue Cross (IBX)).
- Increase the number of eligible providers trained to host community screening events from 60 to 70 and increase the number of screenings in zip codes where

there is less presence (i.e., Northeast Philadelphia and South Philadelphia).

- Expand [online presence of screenings](#) with a goal of 3,000 screenings per month.

### **MENTAL HEALTH FIRST AID**

- Increase the number of people trained virtually and in-person. Target audiences are the workforce, public safety, and college campuses.
- Continue to offer trainings for the School District of Philadelphia staff utilizing a cohort of in-house instructors, as well as School District instructors.
- Reach out to organizations whose certifications expired in 2020 and reschedule (in-person or virtual) trainings as soon as permitted in 2022.

## **FY23-27 STRATEGIC INITIATIVES**

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### **▲ WARM HANDOFF**

DBHIDS will offer continuous programmatic guidance, support, and technical assistance to hospitals and CRCs providing services and supports to individuals presenting with substance use disorder (SUD) to reduce the rate of overdose fatality citywide. The WHO Program will enhance its telephonic/telehealth capabilities by ensuring that all providers have a continuity of operations plan to execute the intervention virtually amid COVID-19 or circumstances that prohibit face-to-face engagement. The DBHIDS WHO team will collaborate with existing providers to build the CRC network and strengthen the service delivery system. DBHIDS will work towards harnessing WHO data collection and integration capabilities through collaboration with the Enterprise Data Warehouse Unit, which includes developing a mechanism to collect individual-level intervention data.

### **▲ INNOVATIVE COMMUNITY EVENTS**

DBHIDS' Engaging Males of Color initiative is designed to promote mental health and wellness for men and boys of color. DBHIDS will work to increase access and awareness to behavioral health services, build health literacy, and reduce stigma for men and boys who identify as Black/African American, Latinx, Asian-American/Pacific Islander, particularly considering the trauma experienced during the past two years, and impacted by many longer-term factors contributing to disproportionate health, behavioral health, and wellness in Black, Indigenous, and People of Color (BIPOC) communities.

### **▲ SPONSORED COMMUNITY EVENT**

CBSD would like to focus its efforts on increasing outreach to underserved communities, coordinate a systemwide community engagement effort, and finalize the Community Engagement Policy. Engagement will focus its priorities on the TEC vision: addressing Trauma, achieving Equity, and engaging Community.

## ▲COMMUNITY BEHAVIORAL HEALTH SCREENINGS

Over FY23-27 DBHIDS will work to bring the community screening platform to every neighborhood, increase the number of providers who engage in events, involve more faith-based organizations in the planning process, and raise awareness of existing resources in each neighborhood through targeted marketing and townhalls. DBHIDS work to develop two unique, targeted screening programs in collaboration with community-facing partners that will increase access to screening in non-traditional settings. Finally, bringing behavioral health check-ups to the community will continue to serve as a tool to engage community members who might not otherwise have access to a no-cost, brief mental health check-up.

## ▲MENTAL HEALTH FIRST AID

The plan for FY23-27 is to reestablish the community training hubs (organizations that donate space) across the city, thereby increasing access to trainings in neighborhoods with high mental health needs and low engagement rates in treatment services, provided the COVID pandemic cases subside. In 2019, only 20 percent of trainings were hosted in the community. DBHIDS intends to expand the availability of Mental Health First Aid® trainings to the local and virtual workforce and job placement agencies. DBHIDS also plans to coordinate with Community Health Centers to provide Mental Health First Aid training for those with limited to no access to technology. DBHIDS will continue to provide Mental Health First Aid® trainings across schools and campuses through the youth, teen, and higher education modules, and anticipate an increased need for trainings in the public safety sector. DBHIDS will partner with City departments, such as the Office of the Mayor, the Department of Human Services (DHS), and the Office of Human Services; to ensure that online messaging is clear, reaches diverse audiences, is relatable, and culturally sensitive. The plan is to expand the DBHIDS social media presence via Healthy Minds Philly®, optimizing resource pages.

## PROGRAM 3: HEALTHCHOICES/COMMUNITY BEHAVIORAL HEALTH

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### PROGRAM DESCRIPTION

The HealthChoices/Community Behavioral Health (CBH) Division provides effective and medically necessary mental health and substance abuse services for Philadelphia County Medicaid recipients, while achieving management and operational efficiencies to lower healthcare costs.

### RECENT ACCOMPLISHMENTS

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**EVOLUTION OF DELIVERY IN SERVICE:** Compared to 2019, there was an overall decrease in substance use disorder outpatient; psychiatry outpatient; Intensive Behavioral Health Services and Behavioral Health Rehabilitation Services (IBHS/BHRS)

in 2020 and 2021. This is attributed to the evolution of providers delivery in service during the COVID-19 pandemic, including the basic ways members access and receive services.



**TELEHEALTH SERVICES:** During the pandemic, state oversight and regulatory bodies allowed for broad implementation of telehealth services in all community-based levels of care, which were previously very limited in scope and only allowed by licensed clinicians through state approval. With support and guidance from CBH, the network quickly adapted and provided continuity of care for members and families through telehealth.



**REDUCTION IN RESIDENT TREATMENT FACILITIES:** CBH continues to reduce the number of admissions to Resident Treatment Facilities (RTF) by expanding community-based options including IBHS.



**FOCUS CARE INTERVENTION MODEL:** In 2021, the Focus Care Intervention Model was implemented, which is an evidence informed intermediate care coordination intervention. This model will provide longitudinal care management to youth and help to ensure that youth are receiving appropriate community-based services.



**PSYCHIATRIC RESIDENTIAL TREATMENT FACILITY:** CBH released a procurement to open a smaller, community based Psychiatric Residential Treatment Facility (PRTF) in Philadelphia. Bancroft and Laila Way are the two providers of the PRTF that are working to help decrease the number of youths referred to out-of-state facilities.



**DEVELOPMENT OF OUTCOME MEASURES:** DBHIDS developed outcome measures for all its program initiatives for reinvestment plans. Primary Contractors in the HealthChoices program, including those behavioral health managed care organizations (BH-MCOs) under direct contract with the Department of Human Services (DHS), are allowed to retain Capitation revenues and investment income that was not expended during the Agreement period to reinvest in programs and services in their County. These funds, called Reinvestment Funds, later becomes Reinvestment Plans.



**INCREASE IN CREDENTIALING:** With training and technical assistance, the percent of providers receiving a satisfactory credentialing status rose from 36 to 75 percent in one year.



**CRISIS INTERVENTION RESPONSE TEAM (CIRT):** DBHIDS has partnered with the Managing Director's Office for Criminal Justice (MDOCJ) and the Philadelphia Police Department (PPD) since 2018 on the development of a 911 Triage and Co-Responder program with funding initially provided through the City's participation in the MacArthur Safety and Justice Challenge. Philadelphia's Crisis Intervention Response Team (CIRT) Co-Responder program pairs Crisis Intervention Team (CIT) trained police officers with provider-based behavioral health professionals to respond to crisis calls that have both a public safety and

behavioral health nexus.

The CIRT pilot began in April 2021 and provided assistance in 429 Behavioral Health and 143 Outreach follow-up team encounters through the end of December 2021. CIRT is expanding citywide and across multiple shifts in 2022. In addition to CIRT, the 911 Triage pilot program began in late September 2020 with DBHIDS embedding a behavioral health navigator in the police radio room to monitor calls, advise radio room staff on how to handle 911 calls with behavioral health components, assist in developing a behavioral health call-taker script that is used for every 911 call, and help develop a foundation for understanding which 911 calls could be directed to co-responder teams, CIT trained officers, or a non-police community mobile crisis response team.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Unduplicated persons served in all community-based services, including outpatient services <sup>1</sup>	92,909	90,000	90,000	
Number of admissions to out-of-state residential treatment facilities <sup>2</sup>	39	50	50	
Number of admissions to residential treatment facilities <sup>3</sup>	124	350	350	
Percent of follow-up within 30 days of discharge from an inpatient psychiatric facility (adults) <sup>4</sup>	51.4%	46.0%	46.0%	
Percent of readmission within 30 days to inpatient psychiatric facility (Substance Abuse & non-Substance Abuse) (adults) <sup>5</sup>	15.3%	11.75%	11.75%	
Percent of follow-up within 30 days of discharge from an inpatient psychiatric facility (children) <sup>6</sup>	72.4%	46.0%	46.0%	
Percent of readmission within 30 days to inpatient psychiatric facility (Substance Abuse & non-Substance Abuse) (children) <sup>7</sup>	10.8%	11.75%	11.75%	
Number of initiatives with Identified Outcome Measures and percent of initiatives with viable Sustainment Plans <sup>8</sup>	30 out of 30 initiatives have outcome measures and 30% of the initiatives had viable sustainment plans	12 out of 12 initiatives will have outcome measures and 15% of the initiatives will have viable sustainment plans	12 out of 12 initiatives will have outcome measures and 15% of the initiatives will have viable sustainment plans	
Percent of providers that receive satisfactory credentialing status	75%	75%	85%	

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<sup>1</sup> This measure includes all community-based treatment across DBHIDS (Outpatient, Family Services, Wrap-Around, School Services, Case Management, IBHS, etc.). Note that Behavioral Health Special Initiative (BHSI) services are excluded from the counts (including historical data), as BHSI is transitioning to a new claims processing system and the information has not yet been transferred to the DBHIDS Enterprise Data Warehouse.

<sup>2</sup> Medicaid (MA) members 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. CBH'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. Targets were set by Community Behavioral Health (CBH) Clinical leadership,

<sup>3</sup> Medicaid (MA) members 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. Targets were set by Community Behavioral Health (CBH) Clinical leadership.

<sup>4</sup> Beginning in FY20, DBHIDS altered their methodology to a PA-specific methodology to align the QCMR to data they report to the Office of Mental Health and Substance Abuse Services at PA DHS. This measure still includes discharges to ambulatory, non-bed-based care for MA members. This mirrors the child measure below.

<sup>5</sup> This measure includes both substance abuse and non-substance abuse facilities used by Medicaid (MA) members.

<sup>6</sup> Beginning in FY20, DBHIDS altered their methodology to a PA-specific methodology to align the QCMR to data they report to the Office of Mental Health and Substance Abuse Services at PA DHS. This measure still includes discharges to ambulatory, non-bed-based care for MA members. This mirrors the adult measure above. It should be noted that the OMHSAS performance target for 30-day follow-up for both children and adults is 45.95%, and so child acute inpatient providers have met the OMHSAS target for FY21.

<sup>7</sup> FY22 and FY23 targets match the targets OMHSAS assesses CBH on, for alignment.

<sup>8</sup> In FY22, there will be 12 new plans required to have outcome measures and a viable sustainment plan. Plans have not been approved by the Office Mental Health and Substance Abuse Services (OMHSAS ) to date and therefore data is not available for the first two quarters of the fiscal year.

## FY23 STRATEGIC GOALS

▲ CBH, in partnership with DBHIDS, will significantly expand Medicaid-funded, community-based crisis response services by utilizing procurements to choose and assign respective providers via a regionalized approach for new Adult Mobile Crisis teams and Community Integrated Recovery Teams (a co-responder model with Philadelphia Police Department). Soon, the Department will issue a procurement for a fifth site-based, 24/7 Crisis Response Center (CRC), in the wake of the closing of the CRC at Mercy Hospital in 2020.

▲ CBH plans to have "open network" opportunities to be able to add specific categories of services to expand access to those services for which there are potential emerging access challenges. These services could include Psychiatric Outpatient (both clinics and independent practitioners/group practices), Psychiatric Residential Treatment Facilities for children/adolescents, and Applied Behavioral Analysis (ABA), as part of an IBHS license and/or Acute Inpatient.

▲ CBH will use predictive modeling to identify members who are at higher risk of not following-up from Acute Inpatient Psychiatric facilities (AIP) and will tailor interventions to address the needs of that population.

▲ The CBH Complex Case Management team will resume face-to-face meetings with

- members who have been admitted to AIP, to ensure that their needs during treatment and after discharge are being met.
- ▲ As in-person services increase, schools continue to adjust to operating during a pandemic, and providers continue to offer telehealth behavioral health services. The expectation is for the number of individuals accessing community-based services to increase in FY22.
- ▲ Identify grants, philanthropy, and other opportunities to create sustainment for reinvestment plans.
- ▲ Continue work with providers within the network to improve their overall credentialing status.
- ▲ Expand the navigator services to include imbedding of Philadelphia Crisis Line (PCL) Navigators across shifts who will be able to receive transferred 911 calls with a primary behavioral health need that are determined not to require a police response. The PCL Navigators will also have the ability to dispatch one of the city's expanded mobile emergency crisis response teams when indicated.

## **FY23-27 STRATEGIC INITIATIVES**

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CBH will continue to work with its provider network (including its provider-led organizations), state monitoring bodies, other Behavioral Health Managed Care Organizations (BH-MCOs) and national best practice standards to build more robust, accessible, and comprehensive services utilizing telehealth. This has emerged as a new modality in Pennsylvania's Medicaid-funded behavioral health services and offers many opportunities due to the now expanded and more permanent allowability of this treatment approach. Over the next 5 years, CBH plans to focus efforts on opening smaller, community-based RTFs within Philadelphia so youth can receive treatment closer to home.

## PROGRAM 4: INTELLECTUAL DISABILITY SERVICES

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### PROGRAM DESCRIPTION

The Intellectual disAbility Services Division ensures the availability of state-mandated intellectual disability and early intervention services to residents of Philadelphia. Services include but are not limited to community residential, community-based, case-management, vocational, supports coordination, employment, respite, and transportation services aimed at providing supportive environments for both clients and their families.

### RECENT ACCOMPLISHMENTS



**PHILADELPHIA'S INFANT TODDLER EARLY INTERVENTION (ITEI):** Infant Toddler Early Intervention (ITEI) began working collaboratively with the University of Delaware, on a program supported by a \$1.2 million grant from Philadelphia Health Partnership and the William Penn Foundation. The grant expands capacity within Philadelphia to coach families to strengthen their young child's social and emotional development. In Year 1 of the grant, as of December 2021, nine coaches achieved certification in Attachment and Biobehavioral Catch-up (ABC) which is a highly effective intervention to promote infants and toddlers' healthy social and emotional development. Out of the nine coaches, one achieved ABC Toddler Certification, eight achieved ABC Infant Certification, and three additional coaches are expected to achieve ABC Infant certification in 2022.



**ATTACHMENT BIOBEHAVIORAL CATCH-UP:** In November 2021, ITEI began the yearlong training of the second cohort of 13 Infant Toddler Early Interventionists in Attachment Biobehavioral Catch-Up Infant and of the second cohort of six Infant Toddler Early Interventionists in Attachment Biobehavioral Catch-Up Toddler.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of referrals from all system partners, specifically DHS, PDPH, OHS, for children at special risk for social emotional concerns	592	595	600	
Number of Early Intervention providers trained in evidence-based intervention for social emotional concerns.	21	33	33	
Number of infants and toddlers who receive evidence-based interventions for social emotional concerns.	Prior Year Data is Not Available	500	500	

## FY23 STRATEGIC GOALS

- ▲ Aligned with the Strategic Initiative of DBHIDS’s Prioritizing to Address the Changing Environment (PACE), IDS will increase the number of referrals in ITEI from the Department of Human Services (DHS).
- ▲ In FY23, IDS will begin training another group of Early Interventionists to be certified in Attachment Biobehavioral Catch-Up (ABC) Infant and Toddler, to increase the availability of this highly effective intervention for families. The goal is to train 15 coaches in ABC Infant and 15 coaches in ABC Toddler.

## FY23-27 STRATEGIC INITIATIVES

As part of DBHIDS’s PACE plan, IDS will connect Philadelphia’s infants and toddlers who are at special risk for social emotional concerns to Infant Toddler Early Intervention. To achieve and sustain this connection, IDS and ITEI will build capacity, and meet these Performance Based Budget (PBB) targets by FY24:

- Ensure a high rate of 900 referrals annually from community partners and City departments, including the Department of Human Services and Department of Public Health.
- Anticipate approximately 57 Early Interventionists certified in ABC and increase the number of infants and toddlers who receive ABC and other evidence-based interventions for social emotional concerns.

# CHIEF ADMINISTRATIVE OFFICER



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## PROGRAMS

**STRATEGIC DIRECTION AND TRANSFORMATION**  
**OFFICE OF ADMINISTRATIVE REVIEW (OAR)**



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/OFFICE-OF-THE-CHIEF-ADMINISTRATIVE-OFFICER/](https://phila.gov/departments/office-of-the-chief-administrative-officer/)

## MISSION

The Office of the Chief Administrative Officer (CAO) works with City departments to transform service delivery, provide people-centered solutions, and strengthen administrative functions to better serve Philadelphia residents and employees. The CAO oversees six City departments and offices: the Office of Innovation and Technology (OIT), Records, Procurement, the Office of Administrative Review (OAR), PHL Service Design Studio (SDS), and Human Resources and Talent (HR&T).

# BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	4,005,063	5,062,173	4,605,680	6,238,627	4,538,231	4,538,231	4,538,231	4,538,231
<b>Class 200 - Contracts/ Leases</b>	1,798,410	3,865,698	2,579,340	6,327,056	2,140,698	2,140,698	2,140,698	2,140,698
<b>Class 300/400 - Materials, Supplies, Equipment</b>	19,003	2,016,665	551,065	2,082,265	16,665	16,665	16,665	16,665
<b>Total</b>	5,822,476	10,944,536	14,647,948	14,372,948	6,695,594	6,695,594	6,695,594	6,695,594

## PROGRAM 1: STRATEGIC DIRECTION AND TRANSFORMATION

### PROGRAM DESCRIPTION

**Administration:** Provides oversight for CAO divisions and departments and leads projects focused on process and policy improvement, innovation, and transformation.

**Human Resources and Talent (HR&T):** Supports City departments through talent management, professional development, and process and policy improvement.

**PHL Service Design Studio (the Studio):** Partners with residents, front-line staff, and leaders to design accessible, equitable, and trauma-informed services that honor the diverse needs of Philadelphians.

### RECENT ACCOMPLISHMENTS



#### ADMINISTRATION:

▲ CAO launched the [Operations Transformation Fund \(OTF\)](#) to invest \$10 million, over two fiscal years, to underwrite the upfront costs of departmental efforts to reimagine City processes to better serve Philadelphia residents. In its first grant cycle, the OTF awarded a total of \$4.7 million to 11 projects, sponsored by 20 different departments, focused on transforming and digitizing internal and external processes to make service delivery more efficient and equitable.

▲ Created the Contract Resource Group, a monthly Citywide meeting to address different contracting topics. With over 125 attendees at each meeting, the CAO has created a place for different departments, including the Procurement Department; Office of Diversity, Equity and Inclusion; Office of Economic Opportunity; Office of Recovery and Grants; the Office of the Director of Finance, and others to share their expertise and answer questions.

▲ Continued to partner and lead in the Optimize Procurement and Accounting Logistics (OPAL) project to replace legacy computer systems. Following the development of requirements, the City posted a Request for Information for an Enterprise Resource Planning (ERP) and/or Business Intelligence (BI)/Data Warehouse (DW) vendor software solution. The project team led an extensive evaluation process that included representatives from five City departments and gathered feedback from hundreds of demonstration participants. Through that process the City selected a new system and negotiated and contracted for the software through a certified minority business enterprise (MBE) cooperative contract.

▲ CAO collaborated with the Office of the Director of Finance and the Optimize Procurement and Accounting Logistics (OPAL) project team to implement a short-term invoice submission solution.

▲ In February 2021, the Vendor Invoice Portal was launched on the Vendor Payment Website.

▲ 4,535 invoices have been submitted via the portal since the launch 11 months ago.

▲ CAO served on the Steering Committee for the 2020 general elections. The City Commissioners were awarded \$10 million in grants, with approximately \$6 million to be spent on equipment in the spring/summer of 2020. A tremendous amount of support and collaboration were required to identify, acquire, and receive all this equipment. The election was successfully planned, executed, and audited with the largest number of voters participating in decades. The CAO helped to mitigate risks that were identified through this election process by supporting the following operations:

▲ Mail in Ballot: Acquired drop boxes, sorters, extractors, scanners and printing equipment.

▲ In Person voting: Identified and set up Satellite Offices, staff augmentation and Personal Protective Equipment.



#### **HR&T:**

▲ Administered Performance Excellence Training virtually to over 100 City supervisors and managers. This training gives supervisors and managers guidelines for coaching, progressive discipline, and understanding the performance evaluation process for City

employees.

- ▲ Developed Effective Interview Training to be administered beginning in January 2022 and offered monthly to hiring managers of both civil service and exempt positions. This training provides resources, knowledge and tools for more consistent, structured interviews and diversity and inclusion guidelines on assembling diverse interview panels.

- ▲ LEAD Academy will continue its second year as a virtual leadership program to develop emerging City leaders. About 30 nominated employees will complete the six-month emerging leaders' program in 2022.



### **PHL SERVICE DESIGN STUDIO:**

- ▲ Creating Citywide guidance with City staff, community groups, and community members for how the City of Philadelphia thinks about, plans for, and facilitates equitable engagement with staff and residents (i.e., Equitable Community Engagement Toolkit).

- ▲ Worked with 64 City staff across 35 agencies, 26 community-based practitioners from local community groups, and 51 residents from across the city.

- ▲ Conversations focused on digital, language, and disability access issues in engagement as well as on how inequities based on a person's race and ethnicity are exacerbated by the City's current engagement practices.

- ▲ Received an Operational Transformation Fund award to hire fellows who will help expedite the building of the Toolkit and support ongoing nourishment of the Toolkit's community of practice over the next several years.

- ▲ Understanding the Zoning Board of Adjustment's (ZBA) operations to improve applicant and staff experiences.

- ▲ Interviewed 55 stakeholders who represent pro se applicants, attorneys, ZBA staff and leaders, staff from collaborating agencies, Council zoning representatives, and Registered Community Organizations.

- ▲ Generated a 100-page insights document from interviews, 19 process maps that document ZBA operations, and a final report to help the Department of Planning and Development make decisions on strategic next steps with the ZBA.

- ▲ Data-driven and strategic visioning work with the Office of the Chief Administrative Officer (CAO) to inform next steps on the team's benefits access tool, Discover Benefits.

- ▲ Interviewed 31 subject matter experts across 16 City departments and four national organizations working to address benefits access.

- ▲ Generated a 60-page insights deck from interviews; facilitated over 10

workshops with interview participants and the CAO team to brainstorm project next steps; and finalized the work with an action plan which documented how the CAO was going to move forward with Discover Benefits.

- ▲ Working with the Office of Innovation and Technology (OIT) and the Tax Review Board (TRB) to replace an out-of-date database that supports the TRB hearing process.
  - ▲ The focus of the work was to address issues of digital literacy and access and improve petitioner and staff interactions across service channels.
  - ▲ Passed research and recommendations to the OIT Team so they could design and build the database.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Time to hire new, exempt employees (days)	101	90	90	
Percentage of new hires who go through onboarding process	78.3%	75.0%	75.0%	

### FY23 STRATEGIC GOALS

#### Administration:

- ▲ Provide ongoing technical assistance to two cohorts of diverse Operations Transformation Fund (OTF) projects, supporting their efforts to make City services measurably more efficient and equitable. Technical assistance will focus on timely implementation and long-term sustainability—such as hiring and procurement, inclusive engagement, and change management—and foster learning and collaboration across departments.
- ▲ Knowledge Transfer: Working with multiple departments across the enterprise to transfer knowledge, information, and collateral from retiring staff, as well as helping departments set up succession plans and to optimize their use of online document management software.
- ▲ Expansion of the Quality Assurance Program: Work with different departments in creating their own quality assurance program by setting up the program and supporting them on an on-going basis.
- ▲ Optimize Procurement and Accounting Logistics (OPAL) Project:

- ▲ Hire and onboard OPAL Team members and perform knowledge transfer, if appropriate. Mobilize team for common design and build.
- ▲ Contract and solicit service orders for implementation consultants and owner's representative. Onboard and mobilize consulting project team for common design. During the common design phase a fit/gap analysis will be performed to identify functionality gaps and determine the appropriate approach. Future state business process, application configuration, interface, report, data conversion, workflow, and security design documents will serve as the basis for the OPAL team's configuration and development efforts. These detailed common design requirements will be confirmed by stakeholders and used by the OPAL team as the baseline blueprint during the common build phase.
- ▲ Finalize the requirements definition and design documentation and begin the common design.

▲ Re-establish the Mayor's Internship Program, which supports paid student interns to work alongside City teams and gain valuable real world experience that exposes them to a career in government. Not only is this an important investment in the development of the students, it's an investment in the City's pipeline of employees. CAO knows that providing paid internship versus unpaid internship creates more equitable opportunities and leads to more diversity among the participants.

▲ Successfully implemented Citywide vaccination mandates for City employees – increasing vaccination rates amongst the City's workforce from 65 percent at the beginning of FY22 to 78 percent as of January 2022. The City achieved a 98 percent compliance rate with the vaccination mandate for exempt and non-represented employees and will continue through Q3 of FY22 to implement vaccination mandates for the remaining workforce.

### **HR & Talent**

- ▲ Hosting diversity, equity, and inclusion (DEI) recruitment info sessions for hiring managers to equip managers with DEI resources and demonstrate usage to reach more diverse populations for exempt positions.
- ▲ Hire a Director of Professional Development to support the City's efforts in DEI. This position will coordinate and deliver development programs focused on building competencies in employees and leadership throughout the organization that drive a culture of diversity, equity, and inclusion supporting employee performance and service delivery.
- ▲ Provide a leadership development program to build the skills necessary in department managers and supervisors for managing and supporting a diverse workforce.

### **PHL Service Design Studio**

- ▲ Continue to provide service design consulting, capacity building, and evaluation to

support key Mayoral priorities and initiatives that focus on diversity, equity, and inclusion. Some examples include:

- ▲ Building out the Equitable Community Engagement Toolkit with the Office of Civic Engagement and Volunteer Service, City practitioners, and residents with the support of the Operational Transformation Fund.
- ▲ Working with disenfranchised voters and the City Commissioners on a project to improve the voter experience.
- ▲ Supporting an Operations Transformation Fund project with the Office of Innovation and Technology that improves the City's digital forms.
- ▲ Discover Benefits Antipoverty (DBA): Apply the suggestions and recommendations made in the Action Plan as developed by PHL Service Design Studio.
  - ▲ Identify the role in which CAO can support City departments in service delivery of City-administered benefits programs.
  - ▲ Of the three DBA projects proposed in PHL Action Plan, decide what role and which project is most feasible and adds greatest public value.

## **FY23-27 STRATEGIC INITIATIVES**

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Strategic initiatives over the next five years will support the four pillars developed by the CAO and the strategic goals within each pillar.

**Pillar 1:** Build a culture of trust, respect, and operational excellence in City government.

- ▲ Engage employees to create a diverse and inclusive workplace with opportunities for open and honest feedback, professional development, and career pathways.
- ▲ Develop clear definitions of “operational excellence” that can be applied across the City as a measure of progress and success.
- ▲ Provide employees with the tools and resources they need to do their jobs well.

**Pillar 2:** Use both qualitative and quantitative data to drive decision-making.

- ▲ Support departments in their use of data by providing tools and methods to support data strategy.
- ▲ Use data disaggregated by race to hold ourselves accountable for decision making by looking back/evaluating the outcomes of projects and initiatives.

**Pillar 3:** Deliver transformational projects with measurable and equitable outcomes.

- ▲ Be intentional about creating a diverse and equitable project pipeline that will positively impact the delivery of services for residents and employees.
- ▲ Increase the visibility and branding of CAO through project reports, annual reports, and presentations.

**Pillar 4:** Leave the City better than we found it by strengthening administrative functions across departments.

- ▲ Make administrative work easier and more streamlined so that departments can focus more on delivering services to all residents.
- ▲ Build capacity and long-term sustainability to support administrative functions by focusing on diversity, equity, and inclusion and professional development.

## PROGRAM 2: OFFICE OF ADMINISTRATIVE REVIEW (OAR)

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### PROGRAM DESCRIPTION

OAR administers administrative hearings where residents can dispute fines, bills, and violations issued by the City. This program includes the Tax Review Board (TRB), which is the agency to which taxpayers may appeal decisions made by the Revenue Department concerning tax liability. OAR also works closely with the Philadelphia Parking Authority (PPA) on several programs including OAR's Bureau of Administrative Adjudication (BAA), which administers hearings for parking ticket disputes, appeals for On-Street Residential Parking for Disabled Persons, and Red-Light Camera and Speed Camera enforcement violations. OAR also includes the Code Violation Unit (CVU), which annually processes and sends out notices for approximately 100,000 violations, such as sanitation and false alarm violations.

### RECENT ACCOMPLISHMENTS

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**OAR HEARINGS** Implemented and executed programming and communications to conduct OAR hearings in COVID-safe ways (in-person, telephone, and virtual hearings) for petitioners, Department hearing representatives, and OAR staff.



**OAR WEBSITE:** Worked with the PHL Service Design Studio to update and create a more user-friendly interface on the OAR website focusing on better explaining all the services OAR provides in less complicated terms. This included incorporating new regulations that required access to virtual public hearings and posting TRB hearings and agendas.



**INTERNAL CASE MANAGEMENT AND HEARING SYSTEM:** Partnered with OIT to begin creation of the Tax Review Board's new internal case management and hearing system. This new system will improve functionality, provide an improved interface for petitioners, and migrate existing data. Currently in Phase II, framing and developing interfaces for the system with an anticipated completion date in FY23.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Tax Review Board: Median time between petition filed date and hearing date (months)	4	3	3	
Office of Administrative Review: Median time between request for review and hearing for Code Violations/Red Light Camera Tickets (weeks)	4	4	4	
Code Unit: Median time between violation issued date and first notice for handwritten Code Violation Notices (CVNs) (weeks)	6	6	6	
Board of Administrative Adjudication: Average monthly hearing determinations mailed <sup>1</sup>	6,432	7,000	5,500	

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<sup>1</sup> Based on prior year actuals and a decrease in backlog, the FY23 target for this measure is being revised downward. The BAA is keeping up with demand and the BAA is turning around determinations in 10-15 days (ie, no backlog).

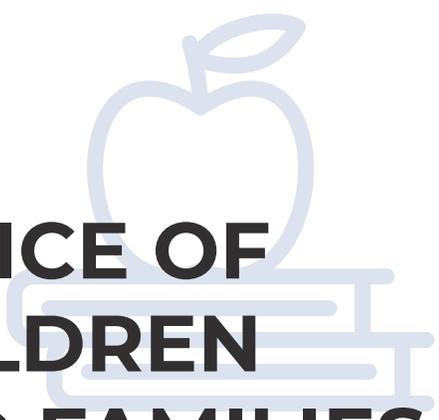
## FY23 STRATEGIC GOALS

- ▲ Creating pilot programs within the BAA and TRB to leverage and improve current systems. Specifically, in the BAA, incorporate cross training by duplicating TRB’s “in person” remote hearings with on-site video-hearings for petitioners. Also, working with Water Revenue to use online document management software to transfer documents including petitions, continuances and decision letters securely and efficiently.
- ▲ With impending retirements of long-tenured employees, continue to work with CAO’s Strategic Direction and Transformation team to conduct extensive knowledge transfers and process mapping.
- ▲ Implementing a cross-training program between hearing officers in the TRB and BAA – in Red Light and Speed Camera programs.
- ▲ Implementation of OAR’s professional services contract for the Code Unit’s code violation management system.
- ▲ Continuation of providing accessible and timely hearings across all hearing types through targeted scheduling, advance notice and various options to attend hearings.

## **FY23-27 STRATEGIC INITIATIVES**

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- ▲ Completion of the TRB internal case management system.
- ▲ Continuation of cross training program for all hearing officers to increase productivity across all units in OAR.
- ▲ Improved communications and programming with other Departments, specifically the Philadelphia Parking Authority, the Department of Revenue, and Streets Department to provide effective appeals.



# OFFICE OF CHILDREN AND FAMILIES

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## PROGRAMS

### EDUCATIONAL AND SUPPORT SERVICES



#### DEPARTMENT PAGE

[HTTPS://WWW.PHILA.GOV/  
DEPARTMENTS/OFFICE-OF-  
CHILDREN-AND-FAMILIES/](https://www.phila.gov/departments/office-of-children-and-families/)

## MISSION

Our vision is to improve outcomes for all of Philadelphia's children, families, and adults and to reimagine a more inclusive and equitable world where children are safe, families are strong, and communities have access to quality schools, libraries, recreation, and public parks.

# BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	481,820	442,000	447,742	453,946	453,946	453,946	453,946	453,946
<b>Class 200 - Contracts/ Leases</b>	0	0	0	0	0	0	0	0
<b>Class 300/400 - Materials, Supplies, Equipment</b>	0	0	0	0	0	0	0	0
<b>Class 500 - Indemnities/ Contributions</b>	0	0	0	0	0	0	0	0
<b>Total</b>	418,820	442,000	447,742	453,946	453,946	453,946	453,946	453,946

While the planning, management, and implementation of PHLpreK and Community Schools resides within the Office of Children and Families (OCF), the funding for these programs reside in the Department of Human Services' budget, which reports to, and is managed by, OCF.

## PROGRAM 1: EDUCATIONAL AND SUPPORT SERVICES

### PROGRAM DESCRIPTION

The Office of Children and Families (OCF) ensures that policies, resources, and services for children and families are aligned and coordinated in partnership with the School District of Philadelphia (SDP), City departments, and community partners. OCF includes the Department of Human Services (DHS), Parks and Recreation (PPR), the Free Library (FLP), Early Childhood Education, Adult Education, and school-based services such as attendance supports, Out of School Time (OST), WorkReady, and Community Schools.

OCF's work is focused on keeping all children safe, families strong, creating exceptional community hub schools and joyful learning opportunities in all libraries, recreation centers,

parks, and neighborhoods in Philadelphia. OCF works across departments and with partners to design programs focused on children's entire wellbeing. OCF monitors closely goals and outcomes to ensure that there is constant feedback with the families served and a refinement of programs to maximize impact where it is most needed. As part of the children and families focus, OCF supports parents' life-long learning goals through job training and adult education programs. OCF food security partnerships support nutritional health and family stability by providing both immediate and long-term resources. Core OCF programs include:

**PHLpreK:** The mission of the PHLpreK program is to increase access to quality early learning by offering free prekindergarten programming to children aged three and four-years-old who reside in Philadelphia, regardless of their family's income. Since the program's inception in January 2017, it has served over 10,000 three and four-year-olds. The Administration is committed to providing free, quality Pre-K education and related services for even more children over the next five years, which includes expanding the number of seats available to families of three and four-year-olds each year, for a total of 4,300 seats available in FY23.

**Community Schools:** Community Schools align public and private resources through strategic partnerships with City departments, community organizations, and the School District of Philadelphia (SDP) to support equitable educational outcomes for students by creating thriving community learning hubs. Community Schools seek to improve students' academic performance, attendance, and overall family wellbeing. Each of the current 17 Community Schools receive certain core partner investments, including: Out-of-School Time (OST) services, WorkReady slots, Attendance Case Management supports, and General Case Management to ensure household stability. These OCF-funded core partners and other externally funded in-school partner services are managed by a dedicated Community School Coordinator assigned to each school. In FY23, there are plans to expand the model by 3 schools to serve a total of twenty Community Schools with these core investments and supports.

**Diversion Programs - designed to divert children and families from the formal child welfare system.** These services include truancy, education support, and OST. The Truancy Intervention and Prevention Services (TIPS) program aims to ensure children do not accumulate more than six school absences that would lead to involvement with Regional Truancy Court. The Education Support Center (ESC) provides services to support the educational needs of children under the care of the Department of Human Services (DHS). OST services consist of youth development programs that focus on literacy, career exposure, and career experience.

**Adult Education:** Adult education (program formally known as Adult Education and Literacy Services) is fundamental for Philadelphians to achieve their individual potential, which in turn creates economic growth, reduces inequality, and fosters social inclusion. To achieve this, Adult Education works with partners to expand and facilitate access to adult education opportunities; to develop a system of continuous improvement that uses shared data, metrics, and outcomes;

and, to ensure sustainability by communicating adult education's value in meeting both resident and City goals.

## RECENT ACCOMPLISHMENTS

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### PHLPREK:

- ▲ Expanded PHLpreK available seats to 4,000 at an additional 27 locations throughout Philadelphia.
- ▲ The number of seats available to families that are considered “high quality” and rated STAR 3 or 4 in the state’s Quality Rating and Improvement System (QRIS) has grown by 160 percent, from 1,119 of the 2,000 (56 percent) available PHLpreK seats in January 2017 to 3,639 of the available 4,000 (91 percent) seats in the current (2021-22) program year.
- ▲ Prioritized families and provider needs in response to COVID-19 by enforcing health protocols, prioritizing early learning centers to receive vaccinations, and offering virtual learning options in partnership with PHLConnectEd.
- ▲ PHLpreK maintained 90 percent enrollment and 87 percent Pre-K to kindergarten transition meetings with parents/guardians throughout the program year.
- ▲ Earned a Gold Medal by the National Institute of Early Education Research (NIEER) for Early Childhood Education under the City Health Evaluation.



### COMMUNITY SCHOOLS:

- ▲ In the first quarter of FY22, Community Schools enrolled more than 350 youth in summer programs, distributed more than 2,000 supplies and resources to students and families through coordinator-led events to address families’ specific needs, and held 15 Partner Coordination and School Advisory Council meetings. The Community Schools team also successfully invested almost \$2.5 million to hire general case managers at nine Community Schools to better stabilize households.



### DIVERSION PROGRAMS:

- ▲ Out-of-School Time (OST): After more than a year of remote learning, the OST team launched a summer full of in-person programming including a collaborative program with the School District featuring academic instruction in the morning and youth enrichment activities in the afternoon. Programming was tailored for primary and high school students, with more than 4,600 students served in Summer 2021.
- ▲ Truancy Intervention and Prevention Services (TIPS): In FY21, the TIPS team and its

provider network received more than 5,000 referrals from school-based teams for attendance supports; the team has been working in FY22 to launch a new centralized database which will provide better insight into providers' activities and follow-through. The transition will allow robust reporting capabilities in the coming months.

▲ Education Stability Services through Education Support Center: In the first quarter of FY22, the Education Support Center provided more than 1,800 education consultations to DHS-involved youth; this included providing more than 960 academic records and supporting almost 250 Best Interest Determination (BID) conferences, of which 40 percent of youth were able to successfully remain in their school of origin.



### **ADULT EDUCATION & LITERACY SERVICES (AELS):**

▲ Workforce: In Spring 2022, Adult Education is coordinating with Philadelphia Works to offer residents free High School Equivalency (HSE) preparation courses at CareerLink locations and to create a single point of entry via the existing [1-833-750-JOBS \(5627\)](tel:1-833-750-JOBS(5627)) line so residents can seamlessly access adult education, vocational training, and career services.

▲ Data Integrity: To strengthen data infrastructure OCF has invested in an adult education database that will house myPLACE (which is a coordinated network of providers offering adult education and career readiness classes throughout the City) and the volunteer tutor training systems. By Spring 2022, the database will launch as one step toward deepening the capacity of the system to focus on continuous quality improvement.

▲ Digital Literacy: OCF invested in the [Northstar Digital Literacy](#) platform which offers personalized literacy assessments and self-directed curricula to meet areas of need. There are 41 partner organizations that are Northstar sites, including the Free Library, Parks and Recreation Centers, CareerLinks and community-based organizations, such as the Urban League of Philadelphia and the Community College of Philadelphia.

▲ Program quality and digital capacity provider grants: In FY21 and by the end of FY22, Adult Education will have granted over \$675,000 to local adult education providers. Providers were able to apply for a variety of supports, from technology for learners to professional development for staff and facility improvements that promote safety, dignity, and respect for students, staff, and the local community.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent of PHLpreK seats filled <sup>1</sup>	91.4%	90.0%	90.0%	
Percent of PHLpreK seats that are STAR 3 and 4 <sup>2</sup>	96.8%	90.0%	80.0%	
Percent of PHLpreK 4 year olds with a Kindergarten transition meeting	69.0%	100%	100%	
Community Schools Milestone: Complete a workplan for each Community School that ties directly to CS goals and the School Improvement Plan	17	17	20	
Community Schools Milestone: Evidence-based programs that support school and system goals	41	51	80	
Community Schools Milestone: Philadelphia community schools show gains in student attendance (progress is reflected in the average score across all community schools of the percent of students attending at least 95% of days)	48.2%	60.0%	60.0%	
OST Milestone: Number of DHS-funded Out-of-School Time (OST) participants during the school year <sup>3</sup>	2,875	5,667	5,667	
OST Milestone: Number of DHS-funded Out-of-School Time (OST) participants during the summer <sup>4</sup>	3,811	5,667	5,667	
Truancy Milestone: Number of students referred for services to Truancy Providers for Early Intervention (Tier 1) <sup>5</sup>	5,034	5,000	5,000	
Education Support Center Milestone: Percentage of students remaining in their school of origin following an ESSA BID Conference <sup>6</sup>	75.7%	80%	80%	
Adult Education Milestone: Number of learners who accessed adult education services <sup>7</sup>	511	3,000	3,500	

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<sup>1</sup> The current percentage reflects the number of seats where a lead teacher meets credentialing requirements (2,089) as determined by the State’s professional development registry. However, the State’s registry does not reflect OCF’s approved lead and assistant teacher waiver (due to COVID-19), which allows teachers to remain in good standing but is not reflected in the registry. Additionally, 16 Family Childcare Providers have staff labeled as owners and directors, not as a lead teachers. Current audits and supports are addressing this tagging. PHLpreK is working with sites to ensure that the state’s professional development registry accurately reflects which sites have PHLpreK seats and which teachers are assigned to them to get a more accurate count.

<sup>2</sup> Reduced target is tied to planned PHLpreK expansion. The expansion will intentionally target priority neighborhoods that do not have sufficient high quality, publicly-funded seats, so OCF anticipates having more providers that either do not have a quality rating or are rated as a STAR 1 or STAR 2 program. PHLpreK will support these providers to improve quality through its Quality Support Center, which was brought on this fiscal year (FY22).

<sup>3</sup>The pandemic continues to impact OST attendance and capacity. OST programs are experiencing staffing issues due to hiring challenges and illnesses causing waitlists for families at some sites. OCF is working with OST programs to support staffing and enrollment across the city.

<sup>4</sup>Over 6,500 children were referred and enrolled in programs. However, many students who enrolled in the academic OST pro-

grams where SDP managed initial referrals did not attend programming despite follow up phone calls and attempts to engage by OST providers. Many families decided on alternative programs or not to attend an in-person program.

<sup>5</sup>This is a cumulative measure (5,000 referrals over the course of the year). The team also transitioned to a new reporting platform for this school year, so OCF anticipates more referrals will come in as providers continue to adjust to the new system.

<sup>6</sup>Last year, many placement disruptions did not result in a school change due to the pandemic and students learning virtually. This has caused a higher number of school changes this year through the BID process. Transportation challenges for school districts is a contributing factor for school change. Court ordered school change is another factor that contributed to reduction in percentage of students remaining in school of origin.

<sup>7</sup>The learner target presented is a rolling total and the team expects to meet its goal of 3,000 learners by the end of the fiscal year. In addition to new learners enrolling over the course of the year, there is a slight data lag due to timelines for providers updating the system with current enrollment information.

## FY23 STRATEGIC GOALS

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### PHLPREK

- ▲ Continue to expand the program to offer additional seats to families while maintaining a commitment to quality.
- ▲ Maintain 90 percent enrollment.
- ▲ Maintain at least 150 locations rated high quality (STAR 3 or 4) by the state's Quality Rating and Improvement System (QRIS).
- ▲ Launch a Provider Advisory Group to create continuous feedback and input on the Program's policies, procedures, and priorities.

### COMMUNITY SCHOOLS

- ▲ The initiative will expand to 3 additional schools for a total of twenty schools. In FY23, the Community Schools teams will continue to invest and deepen system integration of all OCF core services (OST, WorkReady, Attendance Case Management, and General School Case Management) to ensure clarity on roles and responsibilities across programs. To achieve this goal, the team will continue robust monthly Core Partner Meetings and technical assistance and coaching provided to individual schools.

### DIVERSION PROGRAMS

- ▲ Out-of-School Time (OST): In FY23, there will continue to be a focus on maximum enrollment and quality programming in existing sites. There will also be a concerted effort to support OST providers that are outside the OCF-funded pool to better understand the full landscape of OST providers in the city. This will further a more equitable delivery of OST programming citywide. This strategy will also increase the OST provider pool for future program expansion. This effort will also support grassroots organizations reaching Philadelphia's most vulnerable youth.

- ▲ Truancy Intervention and Prevention Services (TIPS): The TIPS team will continue to build out the Cityspan Database to ensure robust reporting is available to all stakeholders.
- ▲ Education Stability Services through Education Support Center: As students transition to in-person learning amidst ever-evolving COVID-19 challenges, the Education Stability Services team will support students to ensure that they have the resources they need to attend school regularly and be successful. This includes staying in their school of origin when they have a change of residential placement and ensuring that the caretaker and student is provided with the resources and technology they need.

### **ADULT EDUCATION AND LITERACY SERVICES**

- ▲ Digital Literacy: Partnering with existing and new digital literacy organizations to develop a digital literacy workplan within the citywide Digital Equity Plan, integration of digital literacy into the KEYSPOt Innovation and Technology (KIT) Centers at Philadelphia Parks and Recreation sites, and the launch of a digital literacy learning community focused on Northstar.
- ▲ Capacity-Building: Re-launch the volunteer tutor training and the professional development systems as two additional supports to strengthen provider quality.
- ▲ Access: Continued increase in number of residents connecting to adult education resources.

## **FY23-27 STRATEGIC INITIATIVES**

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**PHLPREK:** The priorities of the program will continue to be high-quality early learning offered to families, regardless of their income. OCF will explore opportunities for further expansion in priority neighborhoods and program types, including ages 0 to 2 programming that would best meet families’ needs. Finally, access and program enrollment strategies are also being evaluated for equity. Currently the burden falls on families to navigate multiple funding streams, thus requiring them to complete multiple applications at multiple sites to “hold” student seats at various locations while they complete the process. Application efficiency and transparency will increase equitable utilization of services.

**COMMUNITY SCHOOLS:** Community Schools will expand in FY23 to an additional three schools to serve a total of 20 Philadelphia schools. The team will also continue to engage core OCF-funded partners (Out-of-School Time, WorkReady, Attendance Case Management, and General Case Management) to ensure clarity on roles and responsibilities. Use of the Cityspan

database will be increased to assess student participation in City and non-City-funded activities. Additionally, the attendance goal for these Community Schools will be for at least 75 percent of students to attend at least 95 percent of all school days. This is a higher goal than the School District in joint recognition that these Community Schools have an additional layer of investment and concentrated services than traditional schools.

### **Diversions Programs:**

- ▲ **Out-of-School Time (OST):** The OST team will continue to evaluate areas of high need to ensure efficient allocation of available slots and direct investment to priority areas of the City. The goal is for all at-risk children and youth to have access to quality programming when they are not in school. This will also be achieved by developing relationships with service providers not funded by OCF to see the full landscape of available resources. In terms of older youth, there will be an analysis to determine the feasibility of increasing the wages and incentives paid to older youth who participate in programming.
- ▲ **Truancy Intervention and Prevention Services (TIPS):** There will continue to be an investment and focus on early intervention to ensure children and youth receive the support they need to be diverted away from Regional Truancy Court, Family Court, and the formal child welfare system. This will include expanding the number of schools receiving early intervention supports and ensuring there is clarity between the City and SDP on program goals and responsibilities.
- ▲ **Education Stability Services through Education Support Center:** The Education Stability Services team will continue to assess which schools have the highest concentration of DHS-involved youth so they can best direct resources. This will inform which schools receive dedicated staff to support these youth. There will also be a continual assessment of the needs of students to ensure resources are available to support regular school attendance and relationships with parents or caretakers and educators.

**Adult Education:** To address the high level of need for adult education OCF is building a collaborative and integrated system that prioritizes partnership, quality, and sustainability to ensure residents have the right supports to reach their education and career goals. This system includes leveraging investments from Philadelphia Works, the Pennsylvania Department of Education (PDE), and Supplemental Nutrition Assistance Program 50/50 (a reimbursement program). “The more [adults are] able to access quality education and lifelong learning opportunities now, the greater the chances that we will have active and critically engaged citizens with knowledge, skills and values that will contribute to a just and sustainable future.” (See. Adult Learning and Education – Because the Future Cannot Wait, UNESCO Report October 2020 at page 1).

The prioritized initiatives for Adult Education are as follows:

- ▲ Coordinated case management with Philadelphia Works to reduce duplication through cross-training and ensuring there is one case manager for each learner from start to finish.
- ▲ Coordinate with Philadelphia Works to leverage SNAP 50/50 so that additional federal funds can be directed to programming and system integration.
- ▲ Apply to the William Penn Foundation for a coordinating grant to connect these areas to build a turnkey "Integrated Education and Training Model."

# CITY TREASURER AND SINKING FUND



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## PROGRAMS

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**DEBT MANAGEMENT**  
**BANKING AND INVESTMENT MANAGEMENT**  
**SINKING FUND**



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/  
CITY-TREASURERS-OFFICE/](https://PHILA.GOV/DEPARTMENTS/CITY-TREASURERS-OFFICE/)

## 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 manages new and outstanding debt in accordance with the City's debt management policies and works to improve and maintain the City's credit ratings.

## BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	1,230,203	1,395,075	1,447,348	1,554,893	1,576,711	1,576,711	1,576,711	1,576,711
<b>Class 200 - Contracts/ Leases</b>	473,859	3,323,698	3,181,468	3,116,468	3,116,468	3,116,468	3,116,468	3,116,468
<b>Class 300/400 - Materials, Supplies, Equipment</b>	10,742	22,224	22,224	22,224	22,224	22,224	22,224	22,224
<b>Total</b>	1,714,804	4,740,997	4,651,040	4,693,585	4,715,403	4,715,403	4,715,403	4,715,403

## PROGRAM 1: DEBT MANAGEMENT

### PROGRAM DESCRIPTION

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 issues debt primarily to finance critical infrastructure improvements and major equipment acquisitions on behalf of each of its credits – General Obligation and Tax-Supported debt, Water & Wastewater, Philadelphia International Airport, and Philadelphia Gas Works. Examples of critical projects funded by recent debt issues include street paving and repair, water treatment facility improvements, airport runway rehabilitation, and gas main replacement.

To effectively manage the City's debt, CTO implements measures that promote financial integrity, flexibility, and credit strength.

### RECENT ACCOMPLISHMENTS



**BOND TRANSACTIONS:** In Fiscal Year 2021 and 2022 to date, the City completed six new money bond transactions: Water & Wastewater (two transactions), Philadelphia International Airport, Philadelphia Gas Works, General Obligation, and the Neighborhood Preservation Initiative, the City's first Social bond. The 'Social' designation demonstrates the importance the City places on addressing disparities through the NPI program and appeals to the growing investor appetite for projects that address socioeconomic issues like poverty, inequality, and racial disparities. Additionally, CTO and the Philadelphia Water

Department (PWD) established a revolving Commercial Paper program for Water & Wastewater. The Commercial Paper program enables PWD to take advantage of below market rate federal and state loan programs that work on a reimbursement basis.

The City also completed eight refunding bond transactions, which achieved approximately \$228.3 million in combined net present value (NPV) savings – see table below. These refundings resulted in lower debt service costs, providing critical budget relief to help the City and its credits navigate the economic challenges resulting from the pandemic.



**CREDIT RATINGS:** The City maintains its “A” category rating with all three rating agencies. In general, higher credit ratings result in lower borrowing costs as investors view those securities as less risky. While maintaining an “A” rating is a major accomplishment, the top two rating agency concerns adversely impacting the City’s rating are its history of low fund balances and its low pension funding level. Of the 20 most populous cities in the country, only Chicago has lower ratings than Philadelphia. The City’s high poverty rate means there is a high demand for services but limited tax revenue available to fund those services or maintain financial reserves.

In September 2021, Fitch Ratings improved its outlook on the City’s General Obligation rating from negative to stable due to the City’s improving reserve levels and receipt of the federal American Rescue Plan Act funds. Moody’s Investors Service and S&P Global Ratings maintained their ‘A’ stable 2020 and 2018 ratings, respectively. The Fitch rating is the City’s lowest of the three agencies and so any future changes may impact future borrowing costs.

Regarding the other City credits, in November 2020, Fitch Ratings revised the outlook on the Philadelphia Gas Works (PGW) Revenue Bonds to positive from stable during a period of wholesale outlook and credit rating downgrades, noting PGW’s seasoned management team, continued progress on its collection rates, and productive relationship with the Pennsylvania Public Utility Commission. Overall credit ratings for the Water & Wastewater Revenue Bonds have been maintained. Both S&P and Fitch revised the outlook on Airport Revenue Bonds to negative from stable as part of a sector-wide approach based on the negative impacts of the COVID-19 pandemic. S&P subsequently downgraded the City’s Airport Revenue Bonds while maintaining their negative outlook as a part of broad rating actions due to systemwide challenges facing airports across the country. In June 2021, Fitch revised their outlook on the Airport’s Revenue Bonds to “stable” based on passenger recovery and additional federal and state support.

## CITY'S CREDIT RATINGS AS OF DECEMBER 31, 2021

TYPES OF BONDS	RATING AND OUTLOOK		
	 MOODY'S	 S&P	 FITCH
GENERAL OBLIGATION	A2 STABLE	A STABLE	A- STABLE
WATER & WASTEWATER	A1 STABLE	A+ STABLE	A+ STABLE
PHILADELPHIA GAS WORKS	A3 STABLE	A STABLE	BBB+ POSITIVE
PHILADELPHIA INTERNATIONAL AIRPORT	A2 STABLE	A- NEGATIVE	A STABLE

## REFUNDING TRANSACTIONS - SAVINGS SUMMARY

DATE	 ISSUER	 PAR AMOUNT	 FIRST FY BUDGETARY SAVINGS	 ANNUALIZED BUDGETARY SAVINGS	 TOTAL BUDGETARY SAVINGS	 TOTAL NPV SAVINGS <sup>2</sup>	 NPV % OF REFUNDED PAR
Aug 2020	Water	\$124,713,000	\$1,363,565	\$2,159,754	\$48,805,808	\$24,342,195	19.61%
Oct 2020	Water	\$127,740,000	\$1,070,416	\$819,826	\$17,216,341	\$10,109,585	7.49%
Oct 2020	Airport	\$298,660,000	\$21,127,066	\$5,415,736	\$108,314,728	\$78,981,913	21.64%
Oct 2020	PGW	\$50,765,000	\$5,230,343	\$791,488	\$15,829,755	\$14,616,859	25.61%
APR 2021	PAID	\$136,535,000	\$99,058,820	(\$2,334,316)	(\$35,014,744)	(\$960,352)	-0.86%
JUN 2021	WATER	\$368,720,000	\$1,919,474	\$2,807,058	\$70,176,462	\$54,931,566	17.40%
JUL 2021	AIRPORT	\$122,405,000	\$11,975,885	\$2,932,679	\$29,326,786	\$26,708,313	17.83%
AUG 2021	GO	\$132,085,000	\$1,209,537	\$1,358,273	\$24,448,921	\$21,809,289	18.69%
<b>TOTAL</b>			<b>\$142,955,107</b>	<b>\$13,950,498</b>	<b>\$279,104,056</b>	<b>\$230,539,368</b>	<b>16.76%</b>

Note: PAID transaction: In the spring of 2021, the City restructured \$130 million of its existing debt service, \$100 million in FY21 and \$30 million in FY22, to help the City close existing budget gaps in advance of the ARPA relief package. While this restructuring helped the City avoid further painful budget cuts in FY21 and FY22, the City will pay additional costs in future fiscal years as a result of the restructuring.

Definition: Par Amount – the amount of money that bond issuers promise to repay bondholders at the maturity date of the bond.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure <sup>1</sup>	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Net present value savings of the refunded bonds for General Obligations (GO) debt versus the City's debt policy <sup>2</sup>	-0.86%	≥ 3.00%	≥ 3.00%	
Net present value savings of the refunded bonds for Water debt	18.51%	≥ 3.00%	≥ 3.00%	
Net present value savings of the refunded bonds for Gas debt	25.61%	≥ 3.00%	≥ 3.00%	
Net present value savings of the refunded bonds for Airport debt	21.64%	≥ 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> The PAID FY21 Q4 2021 refunding bond transaction did not meet the 3% threshold; however, this transaction was undertaken to provide necessary near term budgetary savings in exchange for increased debt service in future years.

## FY23 STRATEGIC GOALS

- ▲ Maintain and/or upgrade all the City's credit ratings.
- ▲ Increase the participation of institutional buyers in the City's investor pool to increase demand and borrow at lower interest rates to lower costs for the City.
- ▲ Create an Investor Relations website through an external vendor to better communicate the City's financial position to individual and institutional buyers of City debt. Using an external site would increase visibility and information available to the market as the City's information would be in a central repository for investors and would allow the City to track investor views compared to the existing portion of the CTO website.
- ▲ Continue to effectively manage the City's debt portfolio to minimize debt service costs for taxpayers and ratepayers. The chart below lists upcoming anticipated debt transactions for the remainder of FY22 and FY23.

TIMEFRAME	TRANSACTION
Summer 2022	Rebuild (second issuance)
Summer 2022	Streetlight LED
To Be Determined	Neighborhood Preservation Initiative (NPI, second issuance)



- ▲ Maintain and work to upgrade the City's credit ratings.
- ▲ Continue to increase demand for the City's credits through strong financial management, investor outreach, and communication.
- ▲ Continue to manage the City's debt portfolio and seek additional opportunities for savings.
- ▲ Create a professional and data driven

## PROGRAM 2: BANKING AND INVESTMENTS

### PROGRAM DESCRIPTION

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.

### RECENT ACCOMPLISHMENTS



**BANK ACCOUNT RECONCILIATIONS:** At the conclusion of the FY21 reporting period, 94.16 percent of the CTO's 85 directly managed bank accounts were reconciled timely.



**ANNUAL LENDING DISPARITIES STUDY:** In June 2021, the CTO published its [annual lending disparities study](#) to highlight home and small business lending activity, lending performance, and bank branch patterns of the financial institutions (authorized depositories) conducting business with the City. The study provides policy makers with a wealth of information to monitor trends and better understand the overall lending landscape and depository activities in Philadelphia.



**TREASURY MANAGEMENT SYSTEM (TMS):** In FY20, CTO began a comprehensive review of all City-owned bank accounts to prepare for the implementation of the Treasury Management System (TMS). CTO conformed the contract in November 2021 and estimates that the six-month implementation will kick off in January 2022. By implementing a TMS, the Treasurer’s Office will automate the data exchange with its banking and investment partners, allowing CTO to perform its financial oversight, tracking, and reporting duties more effectively. Transitioning to a modern system will also enable CTO to administer authorized account users and activity better centrally within the City’s more than 300 bank accounts.



**INVESTMENT MANAGER FEE NEGOTIATIONS:** In April 2021, the CTO began engaging in negotiations with the City’s 14 approved investment managers to lower their management fees. By May 2021, the CTO reached agreements to reduce investment manager fees by 0.5 to 5.5 basis points across fee schedules, lowering the cost of managing the City’s short-term investment portfolios. A basis point is one hundredth of one percent, or .01 percent, which is the equivalent of \$100 per \$1,000,000. Thus, CTO’s savings were between \$50 - \$550 per \$1,000,000 the City has invested. These new rates became effective in the most recently conformed manager contracts starting on October 1, 2021.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Con-cash actual investment return (1 year) <sup>1</sup>	0.52%	Meet and/or exceed quarterly benchmark	Meet and/or exceed quarterly benchmark	
Percent of bank accounts that are reconciled (of 85 accounts) <sup>1</sup>	94.16%	100.00%	100.00%	

<sup>1</sup>Quarterly results are the returns (net of fees) at the end of each quarter for the Con-Cash investment portfolio.

<sup>2</sup>Reconciliations are reported on a lag and due 30 days after Accounting closes the books on the prior month. Typically, this means reconciliations are due 45 days after the close of the month (~2 weeks for close of books + 30 days for CTO to reconcile).

## FY23 STRATEGIC GOALS

- ▲ Continue to reconcile 100% of CTO-managed bank accounts on time and institutionalize such efforts to ensure timely reconciliations and reporting continue.
- ▲ Finalize the implementation of the City's Treasury Management System (TMS) to automate processes that are currently manual and spreadsheet dependent.
- ▲ Continue to manage the City's investment portfolio effectively and exceed benchmark results.
- ▲ Issue an RFP to determine a new pool of investment managers. CTO has traditionally maintained a diverse pool of investment managers and plans to continue that practice with this new pool.



### FY23-27 STRATEGIC INITIATIVES

- ▲ Finalize the implementation of a TMS to automate manual processes to enable staff to work more efficiently.
- ▲ Continue to reconcile 100 percent of CTO managed bank accounts on time and institutionalize such efforts to ensure timely reconciliations and reporting.
- ▲ Onboard armored car and smart safe equipment services to provide departments with a more controlled, safer alternative to handle and expedite the deposit of cash collections.

## PROGRAM 3: SINKING FUND

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### PROGRAM DESCRIPTION

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).

### RECENT ACCOMPLISHMENTS

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**DEBT SERVICE PAYMENTS:** Made timely and accurate debt service payments for all City's credits as required.

### FY23 STRATEGIC GOALS

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- ▲ Continue to make timely and accurate debt service payments for all the City's credits.
- ▲ Where possible, make the payment process more efficient while maintaining the appropriate internal controls.



#### FY23-27 STRATEGIC INITIATIVES

The Sinking Fund will continue to make timely and accurate debt service payments for all the City's credits. As the City Treasurer's Office transitions to

a TMS, the Sinking Fund will collaborate with other programs to improve cash forecasting abilities.



# COMMERCE

## PROGRAMS

**ECONOMIC DEVELOPMENT PROGRAM  
OFFICE OF ECONOMIC OPPORTUNITY (OEO)**



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/  
DEPARTMENT-OF-COMMERCE/](https://phila.gov/departments/departments-of-commerce/)

## MISSION

The Department of Commerce helps businesses—large and small—thrive in Philadelphia. To foster inclusive growth in the City, Commerce has programs and services to support under-resourced communities, grow small businesses and draw new companies to Philadelphia.

Commerce contributes to equitable neighborhood revitalization by:

- ▲ Strategically investing to build vibrant commercial districts
- ▲ Supporting small businesses by providing trusted guidance
- ▲ Increasing access to capital and contracting opportunities for minority-, women-, and disabled-owned businesses
- ▲ Driving job placements in growth industries and positions that pay family-sustaining wages

Commerce also works to retain and attract new businesses through business incentives both domestically and internationally, elevating Philadelphia's global competitiveness and positioning Philadelphia's economy for long-term growth.

## BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	2,499,341	3,614,341	3,681,294	5,322,555	5,538,087	5,538,087	5,538,087	5,538,087
<b>Class 200 - Contracts/ Leases</b>	816,298	10,499,099	10,060,549	8,560,549	8,560,549	5,563,713	5,563,713	5,563,713
<b>Class 300/400 - Materials, Supplies, Equipment</b>	6,374	26,654	26,654	62,654	26,654	26,654	26,654	26,654
<b>Class 500 - Indemnities/ Contributions</b>	0	500,000	500,000	505,000	505,000	505,000	505,000	505,000
<b>Total</b>	3,322,013	14,640,094	14,268,497	14,450,758	14,630,290	11,633,454	11,633,454	11,633,454

## PROGRAM 1: ECONOMIC DEVELOPMENT PROGRAM

### PROGRAM DESCRIPTION

The Department of Commerce's economic development activities are carried out by three offices that—together—aim to build a robust business environment in Philadelphia, increasing job opportunities:

▲ **Office of Neighborhood Business Services (ONBS):** Provides assistance and grants to businesses and business service organizations, with a focus on neighborhood commercial corridors. ONBS includes the Office of Business Services (OBS), a unit dedicated to providing one-on-one assistance to businesses in every growth stage.

▲ **Office of Business Development (OBD):** Focuses on domestic and international business attraction and retention through marketing, outreach, and utilization of available business assistance programs. The OBD team also fosters relationships with existing businesses to encourage them to remain in Philadelphia and grow employment.

▲ **Office of Workforce (OW):** Serves as the intermediary to connect employers to workforce training and education providers and other resources to facilitate the connection of Philadelphia's talent pool with opportunities to foster a fair and equitable workforce representative of all Philadelphia residents. This means a recruitment and selection process that includes a diverse pool of candidates from all races, genders, cultures, and backgrounds free from racial or systemic barriers or structural racism.

## RECENT ACCOMPLISHMENTS

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**BUSINESS RELIEF AND RECOVERY:** In FY21 and FY22, Commerce continued to provide financial relief to small businesses adversely impacted by COVID-19. In partnership with PIDC, the [Restaurant & Gym Relief Program](#) (RGRP) distributed \$12.1 million to over 900 small businesses. Of those, nearly 60 percent of awardees were minority-owned, 36 percent were women-owned, and 11 percent went to immigrant-owned businesses. In addition, \$17.4 million in grants was disbursed to nearly 1,000 Philadelphia businesses through the [Pennsylvania COVID-19 Hospitality Industry Recovery Program](#) (CHIRP). Commerce partnered with the Office of Community Empowerment and Opportunity, VestedIn, and Entrepreneur Works, to administer a [Salon & Barber Emergency Relief](#) (SABER) program which disbursed \$5,000 grants to over 150 businesses in the hair care industry. SABER recipients were 99 percent minority-owned businesses and 60 percent women-owned, with grants supporting 258 jobs. Commerce also provided \$300,000 to The Merchant Fund to provide a 2021 [Disaster & Flood Relief Grant](#) for Philadelphia businesses impacted by Hurricane Ida and \$3 million in Hospitality support to Visit Philadelphia and the Philadelphia Convention & Visitors Bureau.



**NEIGHBORHOOD COMMERCIAL CORRIDOR REVITALIZATION AND SAFETY:** As the City emerges from the COVID-19 pandemic, the Philadelphia Taking Care of Business (PHL TCB) Clean Corridors program partners with local small businesses and organizations to provide work opportunities through its cleaning efforts and recently added a workforce training component for the cleaning ambassadors. Investment in initiatives such as PHL TCB is critical for all residents, neighborhoods, and economic development in Philadelphia. In FY21, Commerce expanded the PHL TCB from 49 corridors to 83 corridors and increased the frequency of cleaning in many corridors. For example, the City's busiest commercial corridors such as [Broad, Germantown and Erie](#), 52nd Street, Frankford Avenue, Broad & Olney, North 22nd Street added 2 days to their cleaning schedule to achieve an average of 6 days per week. In FY22, PHL TCB activities totaled \$6.4 million. 39 organizations cleaned 83 commercial corridors and employed 200 cleaning ambassadors, who collected 660 bags of trash per day on average. To further the City's public safety efforts in commercial areas, Commerce relaunched the [Business Security Camera Program](#) in September 2021 to install external cameras on commercial properties. The program seeks to increase safety for shoppers, residents, and employees. As of December 2021, the program had received 50 applications. In addition, Commerce is restoring corridor enhancement grants for corridor manager organizations to implement solutions to increase safety and/or reduce crime.



**BUSINESS ASSISTANCE & ADVOCACY:** In early 2020, Commerce, PIDC, and the United Way launched an initiative to assess the state of small businesses in Philadelphia and develop programs and interventions that address historical inequities for BIPOC entrepreneurs. Through this initiative, the [Philadelphia Equitable Entrepreneurship Ecosystem Assessment and Strategy](#) was published in May 2021 to build a more inclusive and resilient

Philadelphia. The findings reinforced the importance of Commerce's one-on-one business support programs such as the [Business Technical Assistance Program](#) and [Business Coaching](#) as well as financial support through the [Storefront Improvement Program](#) and [InStore Forgivable Loan](#). In January 2022, Commerce launched the [Boost Your Business](#) fund in partnership with Community First Fund and VestedIn to build the capacity of minority-owned businesses with 22 \$50,000 forgivable loans to scale their business to obtain new contracts, increase revenue, and for employee growth. Additionally, a [Build from Within](#) program was launched to support micro and at-home businesses to formalize and grow.



**CONNECTING EMPLOYERS TO WORKFORCE AND TALENT PIPELINE DEVELOPMENT:**

In FY21 and FY22, the focus on connecting employers to today's local workforce talent was driven by targeted investments, population-specific workforce solutions strategies, and building capacity in the provider community. Through these connections, the [Workforce Professional Alliance](#) (WPA) has grown to 24 workforce development partner agencies, and has created a strong presence to respond to employers' talent needs more efficiently. Over the next year, the Office of Workforce Development will provide training to WPA agencies to build capacity in response to federal funding through the Infrastructure Investment and Jobs Act and Good Jobs Challenge. The [Fair Chance Hiring Initiative](#) (FCHI) was revised to expand its pool of employers and strengthen the resources for returning citizens to be recruited and hired by small and medium-sized local employers. In addition to the employer's wage reimbursement incentives, an employee incentive award was added for those returning citizens hired that maintained employment for 180 days with the employer. FCHI placed 40 returning citizens into employment and distributed \$110,000 in incentive awards which consisted of \$18,000 to the employees with 180 days of employment and \$92,000 in wage reimbursement to the FCHI employers.



**WORKFORCE SOLUTIONS GRANTS:**

In FY21, Commerce awarded \$1 million to four organizations: Drexel University, The Urban League of Philadelphia, Educational Data Systems, Inc (EDSI), and the Philadelphia Energy Authority to provide workforce training and employment initiatives with employer partners. As a result of the grants, 389 individuals were recruited for employment, 138 enrolled, 108 completed training, and 65 Philadelphia residents were placed in employment as of December 2021. Due to the success of the initiative, a second round of grants was distributed to three of the four organizations in February 2022. Commerce is projecting 110–120 individuals to enroll with completion rates of 85-90 percent. For high quality employment training programs in Philadelphia, the average cost per participant is approximately \$18,000 - \$22,000 including experiential learning, hands-on training, and a paid stipend. In January 2020, the Office of Workforce was able to generate a cost savings of approximately \$3,000 - \$5,000 per person employed by reducing administrative fees without compromising the quality of the program.



**BUSINESS DEVELOPMENT:** Over the last year, the Business Development team has engaged more than 500 businesses on domestic and international platforms to attract and retain opportunities for the Philadelphia market. Over the past year, engagement has produced over 5,000 jobs expanding and/or retained in the Philadelphia market. Business Development continued to compete on a national stage to attract globally recognized companies to the Philadelphia market. Philadelphia saw tremendous growth in the life sciences industry, which included the expansion of Spark Therapeutics, additional real estate offerings across the City and increased investment in venture capital funding. In addition, Industrial and Manufacturing companies' expansion grew in the market increasing last-mile /same and next day deliveries. The demand for industrial space continues to increase as more industrial companies migrate into Philadelphia signaling cost competitiveness geographically; Notable expansion in this sector TJX (Bluegrass Rd), Baldor Foods (Tacony) and Compass Display. Fintech companies entering the market were consistent this year most notable Gerson Lehrman Group (GLG) a global leader in the field of (B2B) business to business expert services landing at the Bourse with 300 new jobs.

International business remains strong despite international travel restrictions which limited business representatives from entering the U.S. until November 8, 2021. Interest from international market most notably Canada, Europe, S. America, the Middle East and Australia remained strong despite restrictions. Various international markets are focused on cell and gene therapy companies and providing venture capital to advance biotechnology research. Targeted initiatives to rebalance international relations despite the pandemic have produced substantial engagement by the international team.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of Businesses and Employers Engaged <sup>1</sup>	618	440	620	
Number of Job Connections <sup>2</sup>	7,060	2,430	3,500	
Business Attraction and Retention: Number of wins <sup>3</sup>	58	54	54	
Neighborhood Business Services: Number of businesses supported <sup>4</sup>	10,299	7,500	7,500	
Number of Business Process Improvement Wins <sup>5</sup>	N/A	10	10	

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<sup>1</sup>To better align with program and funding changes, Commerce combined two key metrics that were previously tracked separately. (1) Business Development: Businesses engaged for attraction and retention; (2) Workforce Development: Employers and Businesses engaged for workforce development activities, stakeholder engagement, and information sessions. Target are based on an average of the last three years.

<sup>2</sup>To better align with program and funding changes, Commerce has decided to combine all job placements into one category. Job Connections and Placements include: (1) Business Development: Jobs created or retained in Philadelphia's through business development efforts; (2) Workforce Development: The number of job seekers connected to employment through workforce development activities, such as the Fair Chance Hiring Initiative (FCHI), Call for ideas: Workforce Solutions, and Most Diverse Tech Hub. (3) Office of Neighborhood Business Services: Jobs created or retained through business grants including Neighborhood Funding Stream grants, Neighborhood Economic Development (NED) grants, Business Technical Assistance Program (BTAP), In Store forgivable loan program, Targeted Corridor Management Program (TCMP) new corridor jobs and Taking Care of Business.

<sup>3</sup>A "win" is when a company that Commerce has identified as a business attraction or retention opportunity, accepts an offer of public incentive(s) or Commerce otherwise learns that the company has selected a Philadelphia location. The target for this measure is established by taking the average of the last three years.

<sup>4</sup>"Support" encompasses consultation with OBS (often businesses calling with questions on business regulations), workshops for businesses, referrals and assistance with access to capital, grants, technical assistance, etc.

<sup>5</sup>The Business Response Team was new initiative launched in FY22 to improve the ease of doing business in Philadelphia and therefore there is not FY21 year-end data.

## FY23 STRATEGIC GOALS

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- ▲ In FY23, Commerce intends to create an action plan to re-establish Commerce's role as an advocate, policy leader, and partner for inclusive growth and equitable development by filling current vacancies to improve operational needs and create processes for the department's leadership to effectively implement and monitor progress toward achievement of goals and objectives.
- ▲ At Commerce, the vision is to be the economic catalyst for the City of Philadelphia by creating equitable wealth-building opportunities through strategic investments, resources, and ecosystem partnerships. Commerce will achieve this by focusing on the following strategic priorities: 1) Lead economic research, policy & strategy development; 2) Provide trusted guidance and a simplified process to start and run a business; 3) Attract and retain businesses to the City of Philadelphia through business incentives; 4) Drive equitable neighborhood revitalization that contributes to vibrant commercial corridors; 5) Partner with employers to drive job placements in growth industries and to jobs that pay family-sustaining wages; and 6) Build wealth in communities of color by leveling the playing field through access to capital and contracting opportunities.
- ▲ In FY23, Commerce will build out a Business Retention and Expansion Team to strengthen relationships with existing businesses in the Philadelphia community. The impact of the pandemic has caused a significant shift in how companies acquire space and operate across the country. The retention team will provide support through various channels; scheduled touches with identified sectors, connecting businesses to technical assistance, financial tools, and training partners to ensure Philadelphia is positioned for opportunities in growth sectors.

## **FY23-27 STRATEGIC INITIATIVES**

Commerce's goal is to return to and then improve upon the pre-pandemic unemployment rate and total number of jobs (in January 2020 the unemployment rate was 5.8 percent, a 10-year low, and labor force was 733,679, a 10-year high). Importantly, Commerce will focus on growing sustainable, living-wage jobs and eliminating the racial and ethnic disparities that exacerbate the citywide unemployment rate. Initiatives include innovative investments in workforce solutions, targeted employer partnerships, connecting returning citizens to work through the Fair Chance Hiring Initiative, strengthening industry partnerships and the Career Connected Learning model (in partnership with the School District of Philadelphia, the Office of Children and Families and Philadelphia Works), implementing the Workforce System Alignment and Design – which builds capacity and provides skilled talent for employers and addresses population-specific strategies; and focusing on making Philadelphia the "most diverse tech hub" in the country through targeted investments and partnerships. Commerce plans to officially launch a business incentive program (formerly known as Quality Jobs) that meets the needs of the market and provides incentives for businesses that increase employment in Philadelphia with emphasis on Philadelphia residents.

Through the Philadelphia Global Identity Partnership (PGIP), a collaborative, cross-sector effort aimed at developing a cohesive and compelling global identity, Commerce plans to deliver a unified marketing message of the City and its assets to promote opportunities for business, investment, talent, and tourism. Aligning with these efforts are focused trade sessions with Central/South America and a West Africa strategy to encourage Philadelphia businesses to explore opportunities in foreign markets. The International team will continue its support of Philadelphia's port and airport in their development of direct international routes and expansion of cargo capabilities.

The former PES site was acquired by Hilco Development Partners, with a vision to transform the former oil refinery into a state-of-the-art multi-modal hub. This Bellweather District will be developed in phases over the next 10 years, creating an estimated 19,000 direct and indirect jobs, while offering community engagement and learning opportunities for the City's student population. Additional community engagement and learning opportunities exist at the Battery Site, Budd site, North Broad Station, and through Good Jobs Challenge and the Infrastructure Investment and Jobs Act. Commerce will engage in all areas from Business Development (attraction efforts), Office of Economic Opportunity (managing of Economic Opportunity Plans), Workforce Development (engagement with employers for students/residents of the City), and Neighborhood Business Services (connections with community organizations and equitable entrepreneurship resources to ensure small, local, and minority businesses benefit).

## PROGRAM 2: OFFICE OF ECONOMIC OPPORTUNITY (OEO)

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### PROGRAM DESCRIPTION

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 non-profit sectors. OEO maintains a registry of more than 2,285 (as of December 2021) certified businesses as a critical resource for locating M/W/DSBEs that are ready, willing, and able to provide quality products and services.

### RECENT ACCOMPLISHMENTS

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**INCREASED PARTICIPATION OF M/W/DSBES:** The City of Philadelphia is committed to closing the opportunity gap experienced by Minority-, Women-, and Disabled-Owned Businesses by ensuring that more public contracting opportunities are awarded to M/W/DSBEs. In FY21, the City achieved a 32.47 percent participation rate, totaling \$222,282,559 in contracts awarded to M/W/DSBEs, representing a two-percentage-point increase from the FY20 participation rate. Despite economic challenges due to the COVID-19 pandemic, the percentage of public works contracts awarded to M/W/DSBEs increased by six percent in FY21 totaling \$46,528,608. Public Works is the City's second-largest contracting category. In addition, Citywide Services, Supplies & Equipment contracts increased by six percent to 14 percent, totaling \$7,374,489 in FY21.



**AVAILABILITY STUDY COMMISSIONED:** In FY22, OEO published an [Availability Study](#) conducted by a Philadelphia-based consulting firm, comparing the availability of minority- and women-owned businesses to do business with the City against the City's actual utilization of such businesses. This study sought to determine the available number and industry type of minority- and women-owned businesses existing within the City's geographic market that are ready, willing, and able to provide the types of goods and services the City procures on an annual basis. The study results revealed that 35 percent of the City's contracting market are minority- and women-owned businesses. In FY23, OEO intends to leverage the results of this study by engaging in further work on the study to address barriers to M/W/DSBE participation and certification.



**OEO REGISTRY:** The OEO registry is the foundation of all contracting opportunities with the City of Philadelphia. In FY21, OEO made deliberate efforts to recruit businesses to become certified and join the OEO registry, which now contains more than 2,285 M/W/DSBE-owned businesses. Ensuring that the OEO registry is accurate is imperative to M/W/DSBE inclusion on City contracts. In addition, the OEO registry team

engaged in the process of reviewing businesses that are a part of the registry to confirm their third-party certification status. The process began with 3,352 businesses. Based on OEO's findings, 1,083 businesses were found not to have current certifications, thus no longer meeting the requirements to remain in the registry, resulting in 2,269 certified M/W/DSBEs when the project was completed. In the recent Availability Study, businesses shared that the M/W/DSBE certification did not lead to contracting opportunities or a Return on Investment. These findings are informing ways to further improve OEO processes.



**COMPLETED MENTOR-PROTÉGÉ PILOT:** The City partnered with the Enterprise Center to complete its first cohort of the Mentor Protégé Program in May 2021, which aims to connect large majority firms with smaller minority- and women-owned firms for mentoring and guidance to help them expand. This cohort consisted of eight mentor companies with a local Philadelphia presence and 14 protégé companies from the following industries: plumbing, mechanical engineering, concrete, and equipment supply. Through this partnership, Commerce was able to expand business networking opportunities for firms, enhance industry-based knowledge and inform mentor companies of better practices for inclusion with minority-, women-, and disabled-owned businesses.



**APPROVING CITYWIDE CONTRACTS IN ACIS:** In FY22, OEO began serving as an approver in ACIS for all professional services contracts to ensure that departments are including their commitment to M/W/DSBE participation. OEO's involvement in the approval process brought a higher level of accountability for economic inclusion in Citywide procurement opportunities. OEO also reviews department justifications for informal contracts under the Local Business Procurement Initiative. This review entails determining whether the City departments solicited diverse businesses for these opportunities.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
M/W/DSBE participation rate on City contracts <sup>1</sup>	32.47%	35.00%	35.00%	
Number of Businesses added to the OEO Registry <sup>2</sup>	233	150	150	

<sup>1</sup> This measure represents the percentage of dollars committed via contracts to M/W/DSBE firms divided by the total available dollars. This information is collected through the City's various payments systems (SPEED, ACIS, etc.) and then confirmed with the OEO Officers from each department. Since contracts are conformed throughout the year, and the rate may vary across fiscal quarters, OEO has committed to providing this information on an annual basis.

<sup>2</sup>The number of businesses added to the OEO registry represents the total number businesses that applied for a new or renewal certification as a minority, woman, or disabled-owned business with the City of Philadelphia. Due to the COVID-19 pandemic and business restrictions, OEO experienced a decline in the number of businesses seeking to be added to the City's registry. In both FY20 and FY21, OEO did not achieve the target goal of 330, and therefor reduced the target to 150.

## FY23 STRATEGIC GOALS

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▲ **Continue growth of the OEO registry.** OEO plans to continue increasing the number of businesses in its registry. In FY23, OEO intends to conduct a cost-benefit analysis to determine the success of businesses that were awarded City contracting opportunities as well as businesses that have not received any contracting opportunities. Additionally, OEO will expand its current outreach by hosting more virtual events to build stronger ties and promote contracting opportunities with the M/W/DSBE community.

▲ **Enhance support for diverse businesses.** Based on OEO's Availability Study survey results, one of the barriers for diverse businesses is the process of becoming certified as a M/W/DSBE. In FY23, OEO intends to enhance support of diverse businesses by offsetting some of the costs for M/W/DSBE certification for eligible and Philadelphia based businesses. OEO will partner with local certifying partners to ease the financial burden of the certification process and to allocate funds to certifying partner organizations for the specific use of certifying Philadelphia-based firms who will then apply for entry into the OEO registry.

▲ **Expand the Mentor Protégé program:** Commerce plans to increase the number of businesses selected to participate through outreach across all City departments. The expansion will include increased partnership engagement sessions throughout the year between the various Mentor Protégé groups. These meetings will capture, to the degree possible, the progress towards the desired outcome of the program, increased skillset of the Protégé businesses, strengthen back-end operations, and increased networking opportunities. Lastly, expansion in reporting out of the program. At the end of the engagement, OEO will publish a report with the findings gathered throughout the year with the hopes of these being a standard of best practices of engagement between large and small businesses.

## FY23-27 STRATEGIC INITIATIVES

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OEO is committed to achieving the Administration's goal of 35 percent participation for City and quasi-City contracts. OEO will work with City departments to develop a compliance plan and reach their annual M/W/DSBE goal. To develop a more comprehensive strategy, OEO will also work with Procurement to ensure OEO policies, programs, and strategies complement the

City's procurement efforts. OEO is also committed to collaborating with City departments to educate and advocate for the inclusion of M/W/DSBEs participation on City contracts. Based on the results of a recent Availability Study commissioned by OEO, it was confirmed that the goal of 35 percent is possible based upon the availability of Minority- and Women-owned businesses in the Philadelphia region.

On November 15th, President Biden signed into law the Infrastructure Investment and Jobs Act (IIJA). The IIJA includes \$550 billion in new federal investments in America's infrastructure, will add an estimated two million jobs per year to the national economy, and offers local governments the opportunity to access a multitude of new and increased infrastructure funding. OEO will work with City departments to ensure that all contract opportunities include a compliance plan and equitable benchmarks for M/W/DSBE inclusion.



# COMMUNITY EMPOWERMENT AND OPPORTUNITY

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## PROGRAMS

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### COMMUNITY EMPOWERMENT AND OPPORTUNITY



#### DEPARTMENT PAGE

[PHILA.GOV/DEPARTMENTS/OFFICE-OF-COMMUNITY-EMPOWERMENT-AND-OPPORTUNITY/](https://phila.gov/departments/office-of-community-empowerment-and-opportunity/)

## MISSION

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The Office of Community Empowerment and Opportunity (CEO) supports the economic growth of Philadelphia by providing leadership on issues of economic justice and advancing racial equity and inclusive growth to ensure that all Philadelphians might share in the city's prosperous future. CEO carries out its mission by funding and piloting new programs, engaging in advocacy, supporting policy research and analysis, and convening local and national stakeholders. The work of CEO is guided by its [Strategic Framework](#).

## BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	45,000	45,000	45,000	177,185	177,185	177,185	177,185	177,185
<b>Class 200 - Contracts/ Leases</b>	0	1,464,000	1,464,000	1,714,007	1,714,007	1,714,007	1,714,007	1,714,007
<b>Class 300/400 - Materials, Supplies, Equipment</b>	0	0	0	3,808	3,808	3,808	3,808	3,808
<b>Total</b>	45,000	1,509,000	1,509,000	1,895,000	1,895,000	1,895,000	1,895,000	1,895,000

## PROGRAM 1: COMMUNITY EMPOWERMENT AND OPPORTUNITY

### RECENT ACCOMPLISHMENTS



**JOB CREATION AND WORKFORCE DEVELOPMENT:** CEO focuses job creation and workforce development efforts on individuals with the greatest barriers to employment. CEO's focus is on strategies to create new career opportunities for low-skill workers to join the workforce, and workforce training to better prepare individuals to compete for jobs.

▲ CEO provides funding for the Center for Employment Opportunities (CEO Works) in the amount of \$50,000. CEO Works has a proven track record of connecting returning individuals to career pathways. CEO also provides funding to First Step Staffing, a non-profit, light-industrial alternative staffing agency offering employment opportunities for individuals transitioning out of homelessness, including veterans, returning individuals, and others facing barriers to employment. In FY21, First Step Staffing placed 1,387 individuals in one or more part-time and full-time positions.



**HIGH SCHOOL YOUTH:** To support high school youth in low-income communities, CEO's Youth Strategies exposes students to as many post-secondary options as possible, including diverse careers and college pathways.

▲ CEO houses the Promise Corps program, which provides teams of AmeriCorps College and Career Coaches (CCCs) to four high schools in the West Philadelphia Promise Zone. In the 2020-2021 school year, CEO provided peer mentoring and coaching to 655 students enrolled in Promise Corps. On average students spent 114

hours with a Promise Corps coach gaining 1:1 guidance towards their post-secondary plan. Overall, 2,351 one-on-one sessions were provided, 269 students were specifically engaged in academic assistance and 257 students attended college and career workshops and events over the course of the year.

▲ For the 2021-22 school year, Promise Corps has 56 students on caseloads and have completed 12 events engaging 189 individuals. Events have included a visit to the Philadelphia Parks and Recreation Department for a career exposure session, a parent workshop focused on attendance, and various workshops on college and career topics.

▲ Youth Strategies will be launching a Career Exposure program in the Spring of 2022 to connect seniors and targeted juniors to career interest areas.



**BENEFITS ACCESS:** CEO supports programs that help individuals and families access vital public benefits, including the Supplemental Nutrition Assistance Program (SNAP), the Homestead Exemption, and the Low-Income Home Energy Assistance Program (LIHEAP). Outreach and engagement occur through multiple channels including CEO's Benefits Access Unit, BenePhilly Centers, and Benefit Access Mobile Unit, a van that can be driven to events or locations in high-needs areas.

▲ Through its Benefits Access Initiative, CEO offers consumers a streamlined process for submitting multiple applications for public benefits and services by working with a benefits specialist who can screen them for more than 15 benefits through a software platform. In FY21, the BenePhilly Initiative completed a total of 6,429 applications for public benefits, with 1,748 successful enrollments. Of this number, a total of 1,080 households enrolled in benefits, at an average dollar value of \$4,246 per household.

▲ In response to COVID-19, BenePhilly expanded hotline and remote services and added five new benefits to a software platform including Pandemic Unemployment, LIHEAP Recovery Crisis, ECAP, Philadelphia's COVID-19 Emergency Rental Assistance Program, and Federal Economic Impact Payment assistance. Residents are still screened for the expanded benefits which are available.



**HOUSING SECURITY WORKING GROUP:** CEO's Housing Security Working Group (HSWG) is leading the implementation efforts for the recommendations issued by the Mayor's Taskforce on Eviction Prevention and Response.

▲ In FY21 and FY22, Housing Security Working Group members worked in partnership with housing stakeholders across the city to support eviction prevention activities and advance the recommendations of the [Eviction Taskforce](#). Action teams affiliated with the HSWG advocated for legislation that would increase consistency and transparen-

cy in the tenant screening process, provided input on implementing regulations for the city's Right to Counsel initiative, and worked with partners in law enforcement to improve their ability to identify and respond to illegal evictions. HSWG members also provided support to the City's Eviction Diversion Program and worked with a communications firm to plan for a campaign designed to help tenants access information about available programs and resources.

▲ CEO provides \$405,000 annually in direct assistance (using federal CSBG dollars) for eviction prevention by funding the Office of Homeless Services' rental assistance program. In FY21, 179 households received emergency rental assistance and supportive services to enable them to obtain and/or maintain safe and affordable housing and to reduce their risks of homelessness.



**LEAD AND HEALTHY HOMES:** CEO provides \$380,000 in annual funding to support 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 FY21, 352 households received lead remediation and/or healthy homes outreach services to help prevent lead poisoning and to educate households about home hazards.



**FINANCIAL EMPOWERMENT:** CEO offers programs that combine direct service, public awareness, and advocacy efforts to give low-income Philadelphians more resources to manage their income. Such programs will strengthen economic security and give individuals the tools they need to set financial goals such as debt reduction, improving credit scores, and saving for college or a new home.

▲ Financial Empowerment Centers (FECs) provide free one-on-one financial counseling sessions, offered by counselors at Clarifi, and place low-income families in a better position to both build and manage wealth. CEO supports this initiative with an allocation of \$192,675. In FY21, FECs transformed to remote activities and expanded counseling sessions to accommodate increased demand due to economic fallout from the COVID-19 pandemic. In FY21, 1,236 individuals received one-on-one financial counseling across 1,711 sessions.

▲ CEO continues to work with the Cities for Financial Empowerment Fund and Bank On. This initiative is aimed at tackling financial access and financial education to reduce the number of people who are unbanked in Philadelphia. In FY21, CEO expanded access to safe, affordable banks accounts with the launch of a [Philadelphia BankOn](#)

website and supported the tripling of the number of safe and affordable checking accounts available in the market (i.e accounts meeting the Bank On National Account Standards), going from three accounts in 2018 to now 10.

▲ In 2021, [CEO partnered with JPMorgan Chase](#), Clarifi, the U.S. Attorney's Office, and the Eastern District of Pennsylvania Court on the Supervision to Aid Re-Entry ("STAR") Program. STAR is a voluntary program for folks leaving federal incarceration that targets individuals with a high risk of recidivism. To complete the program requires 26 meetings over the course of the year with the Judge, probation officers, staff from the U.S. Attorney's Office, and other social service providers. The goal is to make available resources to aid re-entry. Over the past several years, despite being at a high risk of recidivism when entering the program, STAR participants have had a recidivism rate significantly lower than the general re-entry population. CEO and JPMorgan Chase partnered to fund Clarifi to provide financial counseling and housing counseling to STAR participants. CEO also funded micro-grants of \$1,000 and targeted additional grants from OHS to provide funds to STAR participants to pay for housing move-in or ongoing rental assistance. 2021 was the first year CEO, JPMorgan Chase have provided this funding. Clarifi engaged over 40 participants who received an average of seven counseling sessions each. Approximately one-quarter of those individuals were able to access the individual grant funds that CEO made available. In 2022, CEO and JPMorgan Chase intend to expand the effort to more individuals in re-entry, and CEO is working with JPMorgan Chase on a plan to identify funding to scale this work and sustain it long-term.



**CHILD TAX CREDIT AND EARNED INCOME TAX CREDIT:** In FY22, CEO coordinated and supported the City's efforts to maximize the number of Philadelphians that were receiving the Child Tax Credit and the Earned Income Tax Credit, two programs that are credited with historic decreases in poverty by putting cash in the pockets of the lowest income households. This includes funding non-profit tax prep partners like Campaign for Working Families and Ceiba, funding and coordinating grassroots outreach campaigns to reach families directly, and a targeted communications campaign. According to the [Center on Poverty and Social Policy at Columbia University](#), the expanded CTC alone has reduced poverty by more than 25 percent across the nation. The Mayor's Policy Office estimates that if every eligible Philly family were to receive the tax benefits they are eligible for, the City could reduce the number of Philadelphians in poverty by 75,000.

▲ Through coordination with PhillyCounts, the Mayor's Policy Office, Campaign for Working Families, Ceiba, Impact Services' BenePhilly team, and the CEO Benefits Access Unit, calls were placed to more than 31,000 Philly families at risk of not receiving the advance Child Tax Credit, texts were sent to more than 32,000 households four times, and a mailing went to more than 20,000 households.

- ▲ More than 500 tax prep appointments were scheduled with one of the non-profit partners (CWF or Ceiba) for the extremely low-income households called as part of the outreach. CWF also filed more than 8,000 federal returns with refunds for Philly families totaling more than \$14.8 million, including more than \$3.6 million in CTC and EITC credits.
- ▲ Distributed more than 6,000 postcards and fact sheets through city and nonprofit partners, including placement in food boxes, mailings to foster care providers, and distribution and community events.
- ▲ Gained earned media coverage on KYW, WHYY, the Philadelphia Inquirer, WPVI-6ABC, Fox News, and other local outlets to educate the public about the CTC and how to claim it.
- ▲ In January 2022, CEO distributed \$192,000 in grants to 17 grassroots organizations to conduct outreach on the CTC at the start of the tax filing season.
- ▲ In December 2021, CEO kicked off planning and development of a communications campaign targeted at the new tax filing season highlighting CTC and EITC.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 CY21 ACTUAL	 CY22 TARGET	 CY23 TARGET	 MAYORAL PRIORITY
<b>Benefits Access: Number of households who enroll in benefits</b>	912	1,000	975	
<b>Benefits Access: Average dollar value of benefits accessed per household<sup>1</sup></b>	\$5,326	\$5,000	\$5,000	
<b>Financial Empowerment: Number of individuals who received one-on-one financial counseling<sup>2</sup></b>	1,058	1,000	1,000	

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<sup>1</sup> Average dollar value of each federal, state, and local benefit per household per year. Target numbers are set based on anticipated contractual outcomes for CSBG eligible clients enrolled in the BenePhilly Initiative and Financial Empowerment Centers.

<sup>2</sup> Financial Empowerment Centers (FECs) provide one-on-one financial counseling at no cost to the consumer. FEC counselors provide services such as credit repair, access to affordable and safe checking and savings accounts, home-ownership preparation, and retirement saving. Target numbers are set based on anticipated contractual outcomes for CSBG eligible clients enrolled in the BenePhilly Initiative and Financial Empowerment Centers.

## FY23 STRATEGIC GOALS

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- ▲ Continue implementation of the roles outlined in the Strategic Framework: funding and piloting new programs, engaging in advocacy, supporting policy research and analysis, and convening local and national stakeholders.
- ▲ Align program funding with the mission to promote racial equity.
- ▲ Utilize CEO's place within City government to advance an equitable recovery from the pandemic by informing, supporting, and initiating investments through the lens of racial equity.
- ▲ Contribute to initiative and policy development where CEO has experience, data, or perspective.
- ▲ Develop performance metrics to evaluate equity goals for the agency.
- ▲ Serving in partnership with other City agencies and centering racial equity in these partnerships (SDWP, OHS, HHS). As a member of the HHS cabinet, CEO works collaboratively with other departments toward the cabinet's THRIVE framework which tracks initiatives toward objectives related to Healthy, Safe, Connected, and Equitable Communities. Within the Same Day Work & Pay Program, CEO operates as the backbone in this collective impact program, connecting partners such as CLIP and Mural Arts to resources that enable us to serve more individuals in the program. With OHS, CEO funds emergency housing programs to enable OHS to provide additional supports to those seeking this service.
- ▲ Expanding advocacy efforts through advancement of new research initiatives to understand how to reach those most in need.
- ▲ Advancing new community partnerships and engaging in more intentional community outreach.

## FY23-27 STRATEGIC INITIATIVES

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CEO's strategic initiatives over the next five years will focus on promoting mobility out of poverty by building on proven programs, ensuring equitable recovery from the pandemic, serving in partnership with other City agencies to center racial equity, and engage in more intentional community outreach. CEO will continue to seek sustainable funding sources so that both core programs can be offered at scale and make a greater impact across the city.

- ▲ As communities continue to recover from the COVID-19 pandemic and its devastating consequences for Philadelphia's residents, CEO will look to utilize its role as an advocate and a funder to support communities hardest hit by the pandemic through workforce (advancing Same

Day Work & Pay) and workforce preparedness, housing initiatives, capacity-building among community-based organizations.

- ▲ As part of the fines and fees work, CEO has partnered with Drexel University, Rutgers University, Temple University, Cal-Berkley, and Swarthmore College to study the effect of fee elimination on completion rates and disproportionality in completion rates of the Accelerated Rehabilitative Disposition criminal diversion program in Philadelphia. The five-year study was funded at over \$1.5 million, with most of the funding coming from Arnold Ventures, and is expected to begin in the first half of 2022.
- ▲ CEO will continue to coordinate place-based anti-poverty initiatives through the West Philadelphia Promise Zone.
- ▲ CEO will lead efforts to maximize the number of Philadelphians that claim the expanded Child Tax Credit and Earned Income Tax Credit, including through free tax prep services by Philadelphia non-profits, grassroots outreach, and communications campaigns, to ensure these powerful anti-poverty programs are reaching the lowest income Philadelphians that are at risk of leaving these funds on the table.



# FINANCE

## PROGRAMS

**EXECUTIVE DIRECTION**  
**ACCOUNTING BUREAU**  
**BUDGET OFFICE**  
**FINANCE PROGRAM MANAGEMENT OFFICE**  
**RISK MANAGEMENT**



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/OFFICE-OF-THE-DIRECTOR-OF-FINANCE/](https://phila.gov/departments/office-of-the-director-of-finance/)

## MISSION

Finance strives to ensure that the City maintains long-term fiscal stability while meeting its policy goals. It does this by overseeing the City's financial, accounting, and budgetary functions, including establishing fiscal policy guidelines, overseeing the City's budget and financial management programs, adding financial capacity throughout the government, and recording and accounting for 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's budget includes benefit and pension costs for all City employees plus the City's contributions to the School District, Community College and others. It also includes the City's Recession and Budget Stabilization Reserves.

## BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	11,461,061	12,479,056	12,608,490	13,518,490	13,837,651	13,943,769	13,943,769	13,943,769
<b>Class 100 - Benefits</b>	1,270,300,692	1,438,592,740	1,504,787,108	1,603,396,709	1,648,251,663	1,696,759,848	1,744,569,148	1,774,811,034
<b>Class 200 - Contracts/ Leases</b>	2,745,848	3,646,631	3,486,631	4,136,467	4,943,062	5,885,147	6,851,204	7,548,529
<b>Class 300/400 - Materials, Supplies, Equipment</b>	24,386	35,616	45,616	38,616	35,616	35,616	35,616	35,616
<b>Class 500 - Indemnities/ Contributions</b>	312,995,646	369,671,976	362,150,976	374,109,854	385,463,586	391,300,519	391,000,519	391,000,519
<b>Class 800 - Payments to Other Funds</b>	20,000,000	11,360,000	8,460,000	27,922,480	28,663,827	71,285,073	29,400,262	29,633,249
<b>Class 900 - Advances/Misc. Payments</b>	0	75,000,000	10,000,000	20,000,000	20,000,000	20,000,000	25,000,000	20,000,000
<b>Total</b>	1,617,527,633	1,910,786,019	1,901,538,821	2,043,122,616	2,101,195,405	2,199,209,972	2,210,800,518	2,236,972,716

## CORE BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	9,293,924	10,185,891	10,315,325	10,718,490	11,037,651	11,143,769	11,143,769	11,143,769
<b>Class 200 - Contracts/ Leases</b>	2,714,841	3,475,113	3,315,113	3,964,949	4,771,544	5,713,629	6,679,686	7,377,011
<b>Class 300/400 - Materials, Supplies, Equipment</b>	24,386	35,616	45,616	38,616	35,616	35,616	35,616	35,616
<b>Class 500 - Indemnities/ Contributions</b>	24,309,220	16,069,700	8,519,700	4,504,000	3,004,000	2,804,000	2,504,000	2,504,000
<b>Class 800 - Payments to Other Funds</b>	20,000,000	11,360,000	8,460,000	0	0	0	0	0
<b>Total</b>	56,342,371	41,126,320	30,655,754	19,226,055	18,848,811	19,697,014	20,363,071	21,060,396

## PROGRAM 1: EXECUTIVE DIRECTION

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### PROGRAM DESCRIPTION

The Office provides oversight for the City's fiscal policy, the various programs within the Finance Department listed in this section, and for agencies that report to the Director of Finance, including the City Treasurer's Office, the Department of Revenue, the Office of Property Assessment, and the Philadelphia Board of Pensions and Retirement. Units within Executive Direction include the following:

▲ **Administrative Services Center (ASC):** The ASC provides financial and/or administrative services for the Office of the Director of Finance, the Procurement Department, the City Treasurer's Office, the Office of Human Resources, and the Civil Service Commission. The ASC also supports other departments on an as-needed basis. In addition, the ASC delivers trainings and other capacity-building initiatives to improve financial practices and procedures throughout the City.

▲ **Office of Recovery and Grants (ORG):** The Office is responsible for the oversight of the federal and state funding that the City has received to assist with its response to and recovery from COVID-19. The Office also supports the pursuit of grants that align with the Mayor's priorities and increase the federal, state, and philanthropic funding that is available to the City and to agencies and organizations that benefit the City. Finally, the Office supports City agencies and departments in their management of grant funding to ensure compliance with grant guidelines and fiscal policies.

▲ **Internal Controls and Compliance:** Internal Controls is responsible for updating and ensuring compliance with the City's Standard Accounting Procedures (SAPs) and assisting departments when responding to audit requests.

▲ **OnePhilly:** OnePhilly oversees the modernization of the City's human resources, payroll, pensions, and fringe benefits systems, along with associated business process improvements that allow for more efficient operations and improve services for employees.

▲ **Payroll:** Central Payroll processes weekly payroll and special payrolls for all active City of Philadelphia employees in the City's 50+ operating departments.

## RECENT ACCOMPLISHMENTS



**MODERNIZATION EFFORTS:** Over the last year, OnePhilly continued to optimize the City's human resources, benefits and payroll platform, implementing roughly 280 enhancements and programming various changes associated with the City's new labor agreements into the system. At the same time, the Project OPAL team, tasked with replacing the City's aging financial, contracting, and purchasing systems with a modern, integrated system over the next 5 years, continued to stay on a COVID-19-adjusted schedule by selecting a vendor for the City's platform.



**TAX REFORM:** In FY22, City Council and the Administration formed a joint Tax Reform Working Group, bringing together government and non-government stakeholders to study and recommend changes to the city's tax code to support Philadelphia's equitable and inclusive recovery from the COVID-19 pandemic



**FEDERAL GRANTS:** The Office of Recovery and Grants (ORG) has coordinated the management of over \$4.5 billion in recovery grants since the beginning of the COVID-19 pandemic, including the City's \$276 million Coronavirus Relief Fund allocation from the CARES Act in 2020 and the City's \$1.4 billion allocation from the American Rescue Plan Act (ARPA) in 2021, among other grants. ORG balances various funding streams to maximize the amount the City receives. Since the beginning of the pandemic, ORG has established a steering committee and set of working groups to oversee various aspects of the City's financial recovery from COVID-19. A similar structure has been replicated to ensure that the City maximizes its share of funds from the Infrastructure Investment and Jobs Act, which was signed into law by President Biden in the fall of 2021.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Total competitive grant dollars awarded to the City of Philadelphia and to partner agencies (where supported by the Office of Recovery and Grants) <sup>1</sup>	\$97.3M	≥ FY21 Actual	≥ FY22 Actual	
Total dollar amount reimbursed through FEMA for COVID-19 related emergency protective measures <sup>2</sup>	\$3.9M	≥ FY21 Actual	≥ FY22 Actual	
Maintain or improve credit ratings <sup>3</sup>	A2, A, A-	"A" category rating	"A" category rating	

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<sup>1</sup>Competitive grants are defined as grants in which the City competes with other applicants for funding. These grants are different from formula grants, which are distributed to a pre-determined set of grantees based upon a formula. The City anticipates the federal government will make additional, federal competitive grant opportunities available as part of the Infrastructure Investment and Jobs Act of 2021. Q2 competitive grants included one large federal allocation as part of the American Rescue plan: an additional distribution of \$29M for emergency rental assistance.

<sup>2</sup>The City has incurred a number of costs related to its pandemic response and recovery that may be eligible for reimbursement through FEMA Public Assistance. Note that reimbursements will be reflected in the fiscal year when they are received, rather than in the fiscal year when the costs were originally incurred. Also to note, FEMA obligates funds to the City prior to actual issuance of payment. Based on obligated funding, the Office of Recovery and Grants considers this measure to be on track to meet or exceed the FY22 target.

<sup>3</sup>The City maintains its "A" category rating with all three rating agencies. Fitch revised the City's General Obligation outlook from Negative to Stable in July 2021 due to the City's improving financial position and federal stimulus allocation. S&P's outlook on the City's General Obligation rating changed from Positive to Stable in April 2020; this adjustment was part of a systemwide change that affected issuers across the country in light of financial challenges posed by COVID-19. Moody's has not taken recent actions on the City's rating since November 2018 (when it revised the outlook from negative to stable). The Fitch rating is the City's lowest of the three agencies and so any future changes may impact future borrowing costs.

## FY23 STRATEGIC GOALS

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- ▲ Keep Project OPAL on track by contracting for implementation support to complete the technical readiness and planning phases of the project, setting the City up to enter the design phase in FY23.
- ▲ Support the City's equitable and inclusive recovery from the pandemic by beginning to implement the Tax Reform Working Group's recommendations.
- ▲ Pursue additional grant funding to assist the City with its recovery from COVID-19; support key City stakeholders in maximizing the City's share of funds from the Infrastructure Investment and Jobs Act; work to ensure compliance with all grants and funding sources while also optimizing the programmatic use of funds; and maximize the City's reimbursements from the Federal Emergency Management Agency (FEMA).

## FY23-27 STRATEGIC INITIATIVES

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Finance will continue to maintain the City's fiscal health while allowing policymakers to achieve their goals and have that work reflected in maintaining or improving the City's credit ratings.

ORG will continue to support the Mayor's strategic goals and the City's fiscal health through the pursuit and management of public and private grants.

Over the life of the Five Year Plan, the City will consider any recommendations the Tax Reform Working Group makes. In addition to these local changes, the City will work with its partners in

Harrisburg to implement state-level changes, including passing legislation to close the online sales tax loophole and allowing businesses to carry-forward their net operating losses against their Business Income and Receipts Tax (BIRT) for 20 years, as recommended by the Working Group.

OnePhilly will continue to support ongoing maintenance activities; implement system enhancements stemming from legislative, regulatory, and/or collectively bargained changes; and deliver on critical new projects. Through Project OPAL, Finance will replace the City's existing accounting, contracting, and procurement systems and will make core processes more efficient to administer and easier for end users, all while ensuring that the appropriate fiscal controls and risk mitigation strategies are in use.

## PROGRAM 2: ACCOUNTING BUREAU

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### PROGRAM DESCRIPTION

Accounting records the City's financial activity, maintains the City's centralized accounting system, establishes and works with Internal Controls and Compliance to enforce Standard Accounting Procedures (SAPs) for the management and expenditure of all dollars to ensure that proper internal controls are in place to safeguard City funds, processes vendor payments, and issues financial reports.

### RECENT ACCOMPLISHMENTS

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**CERTIFICATE OF ACHIEVEMENT:** Accounting received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for a 41st consecutive year. The GFOA established the Certificate in 1945 to encourage and assist state and local governments to go beyond the minimum requirements of generally accepted accounting principles to prepare annual comprehensive financial reports that evidence the spirit of transparency and full disclosure and then to recognize individual governments that succeed in achieving that goal. The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting.



**REPORTING REQUIREMENTS:** To ensure continued excellence in financial reporting, Accounting implemented requirements for new Government Accounting Standards Board (GASB) pronouncements on Fiduciary Activities (GASB Statement No. 84) and Majority Equity Interests (GASB Statement No. 90) in the FY20 [Annual Comprehensive Financial Report \(ACFR\)](#).



**NEW ELECTRONIC PAYMENT ENROLLMENT PROCESS FOR VENDORS:** In partnership with the Office of Innovation and Technology (OIT), Accounting implemented a more secure and completely electronic process for vendor enrollment in Automated Clearing House (ACH) payment.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percentage of new GASB pronouncements implemented by required date <sup>1</sup>	100%	100%	100%	
Percentage of paid vendors enrolled in ACH automatic payments <sup>2</sup>	66%	75%	80%	

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

<sup>2</sup> As an efficiency and modernization measure, Accounting aims to reduce the numbers of vendors receiving paper checks by increasing the number of vendors receiving payment through electronic automated clearing house (ACH). While the percentage of paid vendors enrolled in ACH has increased since FY17, Accounting has identified additional fraud risk associated with payments through ACH and will focus on implementing additional controls to ensure that these risks are mitigated before a mass conversion of vendors to ACH occurs.

## FY23 STRATEGIC GOALS

- ▲ Produce an Annual Comprehensive Financial Report (ACFR) that meets the standards required to receive the Certificate of Achievement for Excellence in Financial Reporting from GFOA for the 42nd consecutive year.
- ▲ In order to improve the City's financial management systems and processes, continue to fully engage in Project OPAL, working with the OPAL team on the design of the new system, in particular the Chart of Accounts, a key building block of an accounting system.
- ▲ Continue hosting regular meetings with departmental finance staff to train and update them on proper internal controls and standard accounting procedures.

## FY23-27 STRATEGIC INITIATIVES:

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Accounting will continue to work to receive the Certificate of Achievement for Excellence in Financial Reporting from GFOA each year and ensure that the City stays in compliance with any new GASB requirements.

Accounting plans to continue to work to replace the City's 40+-year-old general ledger system, FAMIS, with a new solution delivered by Project OPAL.

Accounting and Internal Controls and Compliance are updating the City's Standard Accounting Procedures (SAPs) over the next several years, starting with the roughly 130 central agency SAPs and followed by the remaining roughly 90 SAPs. Having the SAPs in place will help to ensure that proper financial procedures are followed.

## PROGRAM 3: BUDGET OFFICE

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### PROGRAM DESCRIPTION

The Budget Office ensures the City's long-term fiscal health while allocating the resources necessary for City programs and services to operate efficiently and effectively and to serve all Philadelphians equitably.

### RECENT ACCOMPLISHMENTS

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**MAINTAIN FISCAL STABILITY:** Achieved a \$298.5 million fund balance in FY21, which is just within the City's internal goal of 6 percent to 8 percent, however still well below the GFOA's recommended level of 17 percent. By continuing to ensure fiscal responsibility during the COVID-19 pandemic and resulting economic downturn, the City was positioned to respond to the pandemic during extremely challenging circumstances while continuing to make progress on long-standing fiscal challenges, like achieving 80 percent funded status for the City's pension system by Fiscal Year 2030.



**BUDGET DEVELOPMENT & MANAGEMENT:** In FY21, the Budget Office prepared the FY22 operating and capital budget through a robust, inclusive, and values-driven process which facilitated difficult decisions. The City made changes to the FY22 budget process by expanding who is involved and amending how the budget process works. As part of this process, the City sought more insights into the needs and preferences of Philadelphians, with concerted efforts to engage Black and Brown Philadelphians. Through the [FY22 Budget Community Engagement](#) process, the City added a multi-lingual online survey and held 12 focus

groups/townhalls, giving more than 10,000 people a way to share their recommendations on the City's revenue sources and spending decisions.



**PARTICIPATORY BUDGETING:** The Budget Office launched the [Participatory Budgeting](#) pilot program in January 2021 to allow direct community involvement in City spending decisions. There is \$2 million available under the pilot program for infrastructure projects in Philadelphia. The first phase of the project, Design the Process, has been completed, which involved five meetings with the community-led Re-Imagine Steering Committee, who developed the [Rulebook](#), which outlines goals about how the process should work and explains how Budget will measure the effectiveness and define success.



**RACIAL EQUITY IN BUDGETING:** Introduced a racial equity component in the FY21 and FY22 budget development process to align spending decisions with efforts to reduce racial disparities for Philadelphians. The FY22 and FY23 budget creation imbedded racial equity into the process by:

- ▲ convening, in partnership with the Mayor's Office of Diversity, Equity, and Inclusion, the Budget Equity Committee,
- ▲ incorporating racial equity questions into departmental budget forms,
- ▲ coordinating support sessions with the City's Racial Equity consultant,
- ▲ partnering with Procurement and Office of Economic Opportunity during budget meetings to set participation goals: and,
- ▲ evaluation of new spending requests to take into consideration whether those investments will improve racial equity.



**IMPROVED COMMUNICATIONS:** Improved the content and access to budget materials for internal and external stakeholders, including infographics to summarize the Quarterly City Managers Report (QCMR), launching the Five Year Plan in [Four Pages and Seven Languages](#) (the 547), leading budget process trainings for City staff, making all budget preparation forms and instructions available on the City's intranet, and the creation of two videos which help residents learn more about [how the City's annual budget works](#) and [what's in the Philadelphia FY22 Budget](#).



**TECHNICAL ASSISTANCE:** The City is participating in technical assistance programs with Bloomberg Philanthropies/What Works Cities City Budgeting for Equity and Recovery program and the Knight Foundation's Budget Resiliency program to connect staff with subject matter experts and leaders in other cities working on linking city budgeting and reducing racial disparities.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent change in the total dollar amount of General Fund revenue (actual) compared to budget (adopted)	2.6%	0 to 1%	0 to 1%	
Percent change in the total dollar amount of General Fund expenditures (actual) compared to budget (adopted)	-1.5%	-1 to 0%	-1 to 0%	
Ratio of actual unreserved General Fund fund-balance to actual General Fund revenue	6.4%	6 to 8%	6 to 8%	
Number and percentage of participants who are of low (Socioeconomic status) SES and/or people of color; and relative to demographics in jurisdiction and latest census data <sup>1</sup>	New measure prior year data not available	N/A	Set baseline in FY23	
Percent of capital dollars unspent after 6 years (General Obligation only) <sup>2</sup>	14.4%	<10%	<10%	

<sup>1</sup>The goal of this measure will be to determine each year how well the Participatory Budgeting Process is engaging participants who are representative of city of Philadelphia. To calculate this measure, Budget will compare demographic data from participants engaging in the participatory budgeting process to demographics of the City based on the latest census. To achieve a single number, Budget will use the following calculation: =AVERAGE((% non-white PB participants/% non-white Philadelphians), (% PB participants with HH income below median/% Philadelphians with HH income below median), (% Hispanic PB participants/% Philadelphians who are Hispanic)).

<sup>2</sup>While capital projects can take years to complete, it is important to maintain an efficient rate of spending so that Philadelphians benefits from maintained and new infrastructure. This measure compares the amount of General Obligation capital funds that remain unallocated after 6 years with the amount of new General Obligation capital dollars added that year. General Obligation capital dollars are those that will be borrowed and will be repaid with local taxes.

## FY23 STRATEGIC GOALS

- ▲ Facilitate efficient, effective, and equitable delivery of City services by developing and monitoring operating and capital budgets that convert available resources into positive outcomes for all Philadelphians. The Budget Office will continue efforts to produce, monitor, and adjust the Operating and Capital Budgets in accordance with legal requirements and best practices to ensure that budgeted resources turn into improved outcomes for Philadelphia.
- ▲ Strengthen the City's long-term fiscal stability. Managing the General Fund budget to meet the internal goal of a 6-8 percent fund balance and making strategic decisions and investments related to the Pension Fund, recession reserves, education, and City

infrastructure remains tricky with the uncertainty faced by the City due to the economic impacts of the coronavirus. The goal of improving the City's short-term fiscal resilience, bond ratings, and fiscal flexibility in the future will remain a focus of the Budget Office in FY23.

▲ Improve residents' understanding of City budgets. Ensuring that budget information is accessible to residents, particularly marginalized communities, is a priority for FY23 and will include improved design and expanded distribution of budget information with a focus on equity, digital access, disability access, and language access. The Budget Office will continue to produce infographics, videos, and blog posts and continue to support the City's participatory budgeting initiative

## FY23-27 STRATEGIC INITIATIVES

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In the coming years, the Budget Office will work to ensure that Philadelphia's annual operating and capital budgets enable investments that provide quality government services and infrastructure while maintaining the City's long-term fiscal health, reduces racial disparities among Philadelphians, and advances equitable outcomes for all Philadelphians.

To provide policy makers and departmental leadership and fiscal staff with timely, accurate, and actionable information, the Budget Office will prepare annual budgets, monthly and quarterly reports, the Five Year Plan, and collaborate with the City Planning Commission to prepare the Six-Year Capital Program. With Program-Based Budgeting, the City links funding with performance to maximize positive impacts by encouraging data-driven, evidence-based investments.

To successfully implement new capital and operating budget development and monitoring software and business processes as part of the City's transition to a new accounting and procurement system.

To ensure that the City has the resources to meet present and future challenges, the Budget Office will set aside reserves for planned expenditures and additional unplanned needs or revenue losses, resulting from the pandemic.

For the City's limited resources to best address the vast number of needs in Philadelphia, budgets must align with community priorities and goals. To facilitate this, the Budget Office will expand the public's understanding of the budget, create opportunities for input into the development and decision-making for proposed budgets, and embed analysis of impacts of spending decisions on racial disparities into the budget development process.

## PROGRAM 4: FINANCE PROGRAM MANAGEMENT OFFICE

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### PROGRAM DESCRIPTION

The Finance Program Management Office (FPMO) supports process redesign and technology implementations with proven methodologies to enable the Office of the Director of Finance to deliver projects that align with Department goals more efficiently.

### RECENT ACCOMPLISHMENTS

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**COMPUTER ASSISTED MASS APPRAISAL (CAMA) PROJECT IMPLEMENTATION:** The FPMO continues to support the Office of Property Assessment (OPA) by working to implement the remaining phases of the CAMA project: Phase 2, Field Mobile, to enhance the way OPA's staff interacts with property data in the field; and Phase 3, the public portal, to allow for more resident touchpoints with OPA via electronic means. Additionally, the FPMO continues to support ongoing operations at OPA by providing first-level support and implementing software enhancements and configuration changes. These include process modifications for appeal scheduling, delivery of sales and market data for mass appraisal work, data quality projects, and turning on data exchanges for permits and homestead data.



**SUPPORTING OTHER FINANCE UNITS:** The FPMO continues to support key projects and priorities in other Finance units. Select highlights include supporting efforts to update the City's SAPs; assisting with the City Treasurer's Office's efforts to implement a Treasury Management System; aiding Budget in developing reports for the Pennsylvania Intergovernmental Cooperation Authority (PICA); and developing training modules for City fiscal staff, covering an array of core fiscal staff competencies.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent complete of CAMA implementation schedule <sup>1</sup>	75%	Complete CAMA Project Phase 2 and Phase 3 (100%)	Complete Project Phase 2 and Phase 3 (100%)	
Major projects for which FPMO delivers on a solution that meets or exceeds business owners' needs <sup>2</sup>	Completed COVID-19 Recovery support projects; substantially completed OPA data quality project	Complete development of Fiscal Staff 101 Training Series	Complete additional OPA data quality projects and the implementation of the Treasury Management System (TMS)	

<sup>1</sup> In FY20, Phase 1 of the Computer Assisted Mass Appraisal (CAMA) implementation was completed. Through a staggered rollout, OPA Staff is now using the CAMA software to access and update property and assessment related information. BRT Staff is using the same software to schedule appeals and record Board decisions. In FY20, Phase 1 of the Computer Assisted Mass Appraisal (CAMA) implementation was completed. In FY21, preliminary work was started on Phase 2 (Field Mobile - evaluators can confirm and update property information while in the field) and Phase 3 (Public Access - public can submit online applications for exemptions and appeals). Due to COVID-19 and year-end processing delays, the completion of these phases is delayed from the expected FY22 completion. The technical aspects of Phase 2 and Phase 3 are expected to be completed in calendar year 2022.

<sup>2</sup> Major projects identified for FY21 include Fiscal Staff 101 Training Series (70% complete in FY21) and initial OPA Data Quality projects (90% complete in FY21). These are an average of 80%. FY22 projects include continued focus on OPA Data Quality projects and project management / process redesign support of the Recovery Steering Committee. FY23 projects include implementing the Treasury Management System (TMS).

## FY23 STRATEGIC GOALS

- ▲ In FY23, the FPMO will continue to work with OPA to further implement post-launch CAMA functionality and processes to support modernizing ongoing operations, including data quality initiatives, and establishing release management cycles for any new functionality released by the vendor for the CAMA system.



## FY23-27 STRATEGIC INITIATIVES

The FPMO will continue to support increased operational efficiency by creating standard training materials, implementing new processes, and supporting Finance projects with business analysis and project management resources.

### PROGRAM 5: RISK MANAGEMENT

#### PROGRAM DESCRIPTION

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; protects City finances through effective risk transfer and fund recovery; and provides a safe work environment for employees and the public on City property.

#### RECENT ACCOMPLISHMENTS



**EMPLOYEE SAFETY GUIDANCE AND SUPPORT:** Risk continued to support departmental Safety Officers and Pandemic Coordinators, ensuring that they are equipped to support their departments' general and COVID-19-specific safety needs.

Risk's Safety and Loss Prevention Unit created a five-part training module for City workers designated as Pandemic Coordinators. Pandemic Coordinators have also had more than 30 bi-weekly sessions to update and strengthen needed skills. Risk has also fielded hundreds of inquiries from departments about worker and public protection measures.



**RECOVERING FUNDS FOR THE CITY AND REDUCING THIRD-PARTY CLAIMS COST:**

In FY21, Risk recovered \$1.2 million in damages to City property by others (mostly property damage to City vehicles) and \$2.1 million in costs related to worker injuries (usually subrogation, which refers to the process of recovering funds from people who cause damage to City property, and monies from the state workers compensation program) for a total of \$3.3 million in funds brought into the City in FY21. Risk increased third-party claim settlements in FY21 with a 67 percent increase in claim payments (from \$238,000 in FY20 to \$398,000 in FY21). The lifting of COVID-19 restrictions in FY21 resulted in an increase in claims related activity as compared to FY20.



**“TEDDY” AWARD:** [Philadelphia was selected as a winner of the 2021 Theodore Roosevelt Workers’ Compensation and Disability Management Award \(“Teddy” Award\)](#). The award, which is issued annually by Risk & Insurance magazine, recognizes excellence in programs managing workers compensation nationwide. There are usually a few winners of the award from different industries each year and Philadelphia was the only local government honored in 2021. The City’s program was last recognized with this award in 1997.



PHOTO ABOVE SHOWS THIS YEAR'S TEDDY RECIPIENTS, INCLUDING RISK.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Average number of police and firefighters on no duty <sup>1</sup>	660	693	800	
Number of employee injuries	2,832	A reduction from FY21	A reduction from FY22	
Settlement cost for closed claims (in millions of dollars) <sup>2</sup>	\$0.403	\$0.90	\$0.70	

<sup>1</sup> This number has been increasing due to a spike in the number of injuries. Risk is reviewing the underlying injury data to better understand what might be driving this increase. Please note - there's a lag between when there's a spike in injuries and when there's an increase in no duty days.

<sup>2</sup> The target for this measure is a "not-to-exceed" number, meaning that the goal is to end the year below this target figure.

## FY23 STRATEGIC GOALS

- ▲ Continue to implement best practices to improve the City's recovery process with the goal of increasing the amount of dollars recovered from the insurers of third parties involved in a claim against the City, such as vehicle crashes damaging City cars or equipment, streetlights, signs or traffic signals.
- ▲ Strengthen the quality of Risk's handling of third-party claims against the City by continuing to collaborate with tort litigation partners. This includes resolving investigations more rapidly, reviewing files for quality, establishing and following best practice guidelines, and ensuring that there is oversight of claims where Risk only receives limited loss information.
- ▲ Increase recovery efforts from third parties involved in the claim by partnering with the Law Department on more aggressive recovery efforts (i.e. filing suit as needed).
- ▲ Continue to develop comprehensive insurance and risk management protections for the City's Rebuild projects as Rebuild continues to expand.



### FY23-27 STRATEGIC INITIATIVES

Insurance industry premium rates continue to increase, especially in property and casualty insurance, due to significant worldwide losses and changing climate in the insurance marketplace. Risk will continue to closely monitor and continue its work with insurance and risk management industry experts to mitigate significant financial impacts on the City while maintaining catastrophic insurance protection.

# FIRE



## PROGRAMS

- FIRE COMMISSIONER'S OFFICE**
- OPERATIONS**
- LOGISTICS**
- PLANNING, RESEARCH & RISK REDUCTION**
- FINANCE/ADMINISTRATION**



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/  
PHILADELPHIA-FIRE-DEPARTMENT/](https://phila.gov/departments/philadelphia-fire-department/)

## MISSION

The mission of the Philadelphia Fire Department (PFD) is to serve the public by providing comprehensive all-hazard prevention, risk reduction, and emergency response, and to ensure the health and safety of the PFD's members.

## BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	318,512,653	332,992,022	344,579,456	354,272,272	365,505,486	365,621,117	365,621,117	365,621,117
<b>Class 200 - Contracts/ Leases</b>	6,718,361	6,728,143	7,167,143	7,068,282	7,562,729	7,565,352	7,565,352	7,565,352
<b>Class 300/400 - Materials, Supplies, Equipment</b>	9,025,793	11,275,064	14,288,864	12,455,064	12,870,851	12,403,012	12,478,410	12,478,410
<b>Class 500 - Indemnities/ Contributions</b>	3,712,621	0	0	0	0	0	0	0
<b>Class 800 - Payments to Other Funds</b>	6,533,000	10,071,000	7,132,000	7,055,640	7,478,978	7,927,717	8,086,271	8,247,997
<b>Total</b>	344,502,428	361,066,229	373,167,463	380,841,258	393,418,044	393,517,198	393,751,150	393,912,876

## PROGRAM 1: FIRE COMMISSIONER'S OFFICE

### PROGRAM DESCRIPTION

The Fire Commissioner's Office is responsible for overall strategic planning, policy, operations, and communications for the Fire Department and the Office of Emergency Management (OEM).

### RECENT ACCOMPLISHMENTS



**OPERATIONS ALLIES WELCOME:** Oversaw OEM and PFD roles in Operation Allies Welcome, which saw the arrival of tens of thousands of evacuees from Afghanistan at Philadelphia International Airport.



**SECURED FEDERAL FUNDING:** Secured more than \$3.3 million in competitive Federal Emergency Management Agency (FEMA) grants to conduct critical training and install smoke alarms. Also was awarded more than \$267,000 in competitive grants for emergency medical services (EMS) staffing and supplies.



**COVID-19 RESPONSE:** The PFD's COVID-19 task force continues its efforts to keep PFD's 2,600 members – and the communities PFD serves-- safer and healthier. Its ongoing work includes tracking internal PFD COVID cases, testing and quarantines; in FY21, its 32 community vaccination clinics inoculated more than 6,000 people against COVID-19.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure <sup>1</sup>	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of National Fire Protection Association (NFPA) structure fires	3,353	A reduction from FY21	A reduction from FY22	
Number of fire incidents	49,321	Meet demand	Meet demand	
Number of EMS incidents	271,494	Meet demand	Meet demand	
Number of civilian fire-related deaths	36	A reduction from FY21	A reduction from FY22	

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<sup>1</sup> There are still concerns regarding incomplete data, as figures are based only on NFIRS reports that have incident types. At any given moment, there may be reports that are incomplete without an incident type due to timing issues and delays due to personnel inputting data. In terms of timing, not all reports for the preceding quarter are completed by the time the quarterly report comes out. In terms of delays due to personnel inputting data, it's because people fail to complete the reports despite numerous and vigorous follow up.

## FY23 STRATEGIC GOALS

- ▲ Focus on all-hazards preparedness and response needs for the PFD and OEM, particularly in hazardous materials response and special operations.
- ▲ Continue efforts to hire, train, and deploy uniformed staff to adequately respond to front-line operations.
- ▲ Renew focus on internal management skills training, building on past success of TLC (Teamwork, Leadership, and Communication)

## FY23-27 STRATEGIC INITIATIVES

- ▲ Focus on strategic and operational initiatives with an emphasis on equitable distribution of resources and services to mitigate the disproportionate impact of fires and other emergencies on vulnerable populations.
- ▲ Continue to respond to recommendations in reports from the National Institute of Occupational Safety and Health following recent line-of-duty deaths to improve operational

response while safeguarding members' lives and health.

- ▲ Partner with other municipal offices and departments to fill vacant budgeted positions to increase relief factor, ensure minimum staffing requirements, and reduce overtime.
- ▲ Continue collaborations with partner agencies to focus on DEI efforts within the PFD and its sphere of influence.
- ▲ Lead culture-change efforts within the PFD to highlight physical and behavioral health and wellbeing.
- ▲ Identify continuous business improvement projects, for operational and administrative units within the PFD.

## PROGRAM 2: OPERATIONS

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### PROGRAM DESCRIPTION

The Operations program is responsible for the daily staffing of the PFD's fire suppression and emergency medical services (EMS) companies. It oversees the Aircraft Rescue and Firefighting Unit at the Philadelphia International Airport (PHL), hazardous materials response, special operations, marine operations, and the Pennsylvania-Task Force 1 (PA-TF1), the FEMA Urban Search and Rescue Team sponsored by the PFD.

### RECENT ACCOMPLISHMENTS

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**RESPONSE AND RECOVERY:** Oversaw PFD response and recovery to historic flooding by Hurricane Ida.



**PA-TASK FORCE 1:** In FY22, PA-Task Force 1 spent two weeks in Florida at the site of a high-rise condominium collapse and later sent members to Connecticut to assist with response efforts due to Tropical Storm Henri.



**EMS PROVIDERS:** In the latter part of FY22, PFD plans to upgrade staffing on 20 medic units: five units will convert from basic life support (BLS) to Advanced Life Support (ALS); five units will see staff transition to a paramedic and an Advanced Emergency Medical Technicians (EMT) from a paramedic and a Basic EMT; and 10 units will have two paramedics instead of a paramedic and an EMT.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure <sup>1</sup>	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Fire engine response time (minutes:seconds)	6:43	≤ 6:39	≤ 6:39	
Percent of fire calls responded to within 5:20 minutes	31.1%	≥ 90.0%	≥ 90.0%	
EMS response time (minutes:seconds)	10:51	≤ 9:00	≤ 9:00	
Percent of EMS calls responded to within 9:00 minutes	37.1%	≥ 90.0%	≥ 90.0%	

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<sup>1</sup> Fire Department is working to resolve concerns regarding incomplete data for this measure. Data only based on about 60% of runs due to aged information systems. 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.

## FY23 STRATEGIC GOALS

- ▲ Place into service new donated dock for Marine Unit 2 (installation anticipated in spring 2022).
- ▲ Implement new contract for EMS patient care software and revenue cycle management.
- ▲ Implement an alternative EMS response unit for behavioral health. This unit (AR-3) would add to PFD’s alternative response program by providing an EMS-trained response for behavioral health emergencies that otherwise would have been handled by police.
- ▲ Re-energize focus on performance quality within emergency medical services by increasing opportunities for on-duty learning, peer-to-peer learning, and dedicated

## FY23-27 STRATEGIC INITIATIVES

Continue expansion of alternative response unit dedicated to the opioid epidemic, funded with new grant money, and evaluate impact of increased intervention.

Continue to evaluate EMS operations administration and plan to ensure proper staffing and training to respond to various EMS needs in Philadelphia communities.

## PROGRAM 3: LOGISTICS

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### PROGRAM DESCRIPTION

The Logistics program is responsible for ensuring PFD has the training, equipment, supplies, and facilities that members need to carry out their mission. It also oversees the Philadelphia Fire Academy, which trains recruits as well as current members, the Fire Communications Center (dispatch/911), and the Health and Safety Office.

### RECENT ACCOMPLISHMENTS

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**NEW PERSONNEL:** Two firefighter classes and one paramedic class graduated from the Fire Academy in FY21, totaling 155 new PFD members. While a success, this accomplishment was below the goal of 200 new members a year. There will be an 18-month gap between the most recent class graduation in January 2021 and the anticipated class graduation in July 2022 due to hiring challenges attributed to the COVID-19 pandemic.



**NEW FIRE ENGINES:** Placed in service the following new apparatus: two ladder trucks; four tower ladders; six fire engines; a second high-speed fire boat; and seven battalion chief vehicles, and a Fire Marshal's Office's K-9 SUV.



**STRUCTURE UPGRADES:** Engine 37's 19th-century apparatus bay was replaced with a modern structure big enough for its new pumper.



**TRAINING:** The Fire Academy's Field Training Unit offered 40,000+ contact hours of education via drills on forcible entry, elevator operations, and other topics.



FIRE TILLER LADDER

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of Graduates	155	200	200	
Number of EMS members re-certified in CPR	1,765	1,200	1,200	

## FY23 STRATEGIC GOALS

- ▲ Execute \$3 million FEMA grant to develop and conduct training on building construction.
- ▲ Train new cadets after 18-month pause in hiring new firefighters.
- ▲ Continue plans to appropriately staff and relocate the Fire Communications Center to 400 N. Broad St. and create a unified 911 center with Police Dispatch.
- ▲ Work with the Department of Public Property (DPP) to reconstruct Engine 11 (currently closed during critical repairs) and complete the renovation of Engine 37 (open during construction).



### FY23-27 STRATEGIC INITIATIVES

- ▲ Initiate the second planning phase for the renovation of the Philadelphia Fire Academy campus.
- ▲ Identify and implement a new computer-aided dispatch software program in conjunction with the Office of Innovation Technology (OIT) and the Philadelphia Police Department (PPD).

# PROGRAM 4: PLANNING, RESEARCH & RISK REDUCTION

## PROGRAM DESCRIPTION

The Planning, Research and Risk Reduction Program is responsible for preparing emergency response plans for special events and critical infrastructure facilities. It oversees the Fire Marshal’s Office and the Fire Code Unit, provides data analysis, and fire prevention services through smoke alarm installations and community outreach.

## RECENT ACCOMPLISHMENTS



**FIRE MARSHAL’S OFFICE:** In FY21, the Fire Marshal's Office investigated 1,959 incidents, of which 555 were determined to be arson.



**FIRE PREVENTION POLICIES AND EFFORTS:** PFD combined the Fire Prevention and Fire Code subsections to create a cohesive work unit collaborating on comprehensive fire prevention policies and efforts.



**COMMUNITY ACTION TEAMS:** The 3 Community Action Teams helped more than 1,365 displaced people at 650+ fire incidents in FY21

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Average investigations per Fire Marshal	54	32	42	

## FY23 STRATEGIC GOALS

- ▲ Continue strategic and practical partnerships between fire prevention and fire code units.
- ▲ Resume smoke alarm installations and execute the FEMA Fire Prevention and Safety grant.
- ▲ Continue efforts on ensuring data quality inputs from operational staff to improve validity and reliability of data.



### FY23-27 STRATEGIC INITIATIVES

Continue the successful EMS Fellowship program that debuted in July 2021 in partnership with Albert Einstein Medical Center to train board-certified emergency physicians in EMS medicine. The Department hopes to add a second partnership with Penn Medicine.

Assist the Department of Licenses & Inspections (L&I) with the development of the next version of the Philadelphia Fire Code.

Develop a real-time information sharing and notification system for L&I, the Fire Code Unit, and PFD field companies.

Re-energize focus on special event planning as special events slowly return to pre-pandemic levels.

# PROGRAM 5: FINANCE/ADMINISTRATION

## PROGRAM DESCRIPTION

The Finance and Administration Division is responsible for budgeting, human resources, professional standards, payroll, attendance, and other duties. This division also oversees the Recruitment Unit, Employee Assistance Program, and the Employee Relations Office.

## RECENT ACCOMPLISHMENTS



**RECRUITMENT FACILITY:** PFD Recruitment moved to a building in West Oak Lane with an easily accessible recruitment space, flexible training space, and room for the Fire/EMS Explorers which is aimed at introducing youth to careers in public safety.



**COVID-19 GRANTS AND RECOVERY:** PFD Fiscal worked with the Office of Recovery and Grants to continue to support PFD needs in the face of the COVID-19 pandemic while also contributing to fiscal stability and responsibility.



**NEW RECRUITMENT CLASS:** PFD Human Resources continued to support PFD with hiring a new class of 80 firefighters in October 2021 and maintaining a high level of work as PFD and PA Task Force 1 responded to several disasters and incidents throughout FY2021.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of recruitment events at which the Philadelphia Fire Department is represented <sup>1</sup>	122	100	100	

<sup>1</sup>FY22 and FY23 targets are heavily impacted by the fluctuating COVID-19 restrictions over the past two years and have severely hampered PFD ability to predict how many events the department will be able to attend.

## FY23 STRATEGIC GOALS

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- ▲ Implement new personnel-related provisions set forth in various new labor contracts established in FY22.



### FY23-27 STRATEGIC INITIATIVES

Continue focus on diversity, equity, and inclusion in recruitment practices, civil service examination process, and hiring/promotional outcomes.

Focus on and improve internal procurement procedures to facilitate timely contract execution.

Work with the Procurement Department and Law Department to expand procurement options to allow for testing and evaluation of highly technical and specialized fire and EMS equipment and supplies.



# FLEET

## PROGRAMS

- FLEET ADMINISTRATIVE SERVICES
- FLEET MANAGEMENT SERVICES
- VEHICLE ACQUISITIONS AND DISPOSAL



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/  
 OFFICE-OF-FLEET-MANAGEMENT/](https://phila.gov/departments/office-of-fleet-management/)

## MISSION

The Department of Fleet Services (DFS) ensures that City vehicles and other automotive equipment are available, dependable, and safe to operate so that City departments and agencies can deliver services. DFS is responsible for the acquisition, repair, maintenance, and disposal of all City-owned vehicles and equipment. DFS also fuels City vehicles, as well as vehicles for quasi-city agencies (including the School District of Philadelphia), through its department-operated fuel stations. DFS maintains an active fleet of approximately 6,800 vehicles, including over 700 pieces of specialized equipment. From fire trucks to riding mowers, DFS makes sure City employees have the vehicles they need to do their jobs. DFS’s efforts help City services operate efficiently and drive the City forward.

## BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	17,982,245	19,260,680	20,150,027	20,510,205	21,231,327	21,231,327	21,231,327	21,231,327
<b>Class 200 - Contracts/ Leases</b>	5,208,357	5,401,396	5,401,396	5,449,396	5,449,396	5,449,396	5,449,396	5,449,396
<b>Class 300/400 - Materials, Supplies, Equipment</b>	18,706,481	20,684,642	24,522,684	23,232,642	23,232,642	23,232,642	23,232,642	23,232,642
<b>Class 500 - Indemnities/ Contributions</b>	19,642	0	0	0	0	0	0	0
<b>Total</b>	41,916,725	45,346,718	50,074,107	49,192,243	49,913,365	49,913,365	49,913,365	49,913,365

## PROGRAM 1: FLEET ADMINISTRATIVE SERVICES

### PROGRAM DESCRIPTION

This program provides necessary administrative and financial resources. Key activities include the operation of DFS's 61 fuel sites, which dispense an average of 7.5 million gallons of fuel per year, not only for City-owned vehicles, but also 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. DFS also operates one Compressed Natural Gas (CNG) station for CNG Street Compactor fueling.

### RECENT ACCOMPLISHMENTS



**HIGH SCHOOL INTERNSHIP AND AUTOMOTIVE APPRENTICE PROGRAM:** During FY21, DFS enrolled three high school students to the internship program. DFS initiated the process to enroll nine high school students into the internship program in FY22. At present, DFS is providing automotive training to 15 interns and apprentices through this program. Since 1993, DFS has provided automotive internship training to 134 high school students from the Philadelphia School District. At present, DFS has 33 full time employees, including Automotive Technicians, Team Leaders, Supervisors and a District Manager, who started their automotive career through the internship program. The program began in 1993 with hiring in 19 of the 29 intervening years.



**ENVIRONMENTAL INITIATIVES:** DFS, in partnership with the Office of Sustainability, has initiated Philadelphia’s Municipal Clean Fleet Plan, a strategy to the transition of the City’s fleet to clean and electric vehicles. During FY21 and by FY22Q2, DFS purchased 209 hybrid, hybrid-electric vehicles and 14 Compressed Natural Gas (CNG) Trash Compactors. During this period, the total CNG compactors increased to 30, which is 12.4 percent of the daily required compactors for Street Department’s operations. A new CNG fuel station was completed in July 2021 which is capable of supplying fuel for up to 70 trucks, 30 percent of the daily required compactors.



**FUEL TANK REPLACEMENT:** During FY21, DFS upgraded two fuel sites and replaced aged fuel tanks to comply with the Pennsylvania Department of Environmental Protection (DEP) regulations. DFS initiated the process to upgrade and replace fuel tanks at three fuel sites in FY22.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	FY21 ACTUAL	FY22 TARGET	FY23 TARGET	MAYORAL PRIORITY
Number of Automotive Apprentices	9	8	8	
Employee turnover ratio	11.1%	5.0%	5.0%	
Number of High School Interns	3	9	9	
Fuel Sites Improvements	2	2	2	
Hybrid, Hybrid Electric Vehicle Additions	118	100	100	
CNG Vehicle Additions	11	3	3	

## FY23 STRATEGIC GOALS

- ▲ Continue DFS’s High School Student’s Internship Program and Automotive Apprentice Programs.
- ▲ Continue DFS’s Environmental Initiatives by purchasing hybrid, hybrid electric and CNG vehicles.

- ▲ Continue Fuel Sites Upgrades and Fuel Tank Replacement Projects through capital projects.



## FY23-27 STRATEGIC INITIATIVES

DFS will continue its high school student's internship program. Over the next five years, DFS will enroll 45 students and continue the automotive training program. Upon the successful completion of the two-year training program, these students will be hired as Automotive Apprentices, a permanent civil service position in the City. After two years of successful training under the automotive apprentice program, these candidates will become eligible for promotion to Automotive Technicians positions. This program will help to reduce racial disparity among the automotive technical staff. DFS encourages and focuses

on hiring minority students to the internship program. Historically 88 percent of interns were minorities.

In addition, DFS will support to the [Philadelphia's Municipal Clean Fleet Plan](#). During the next five years, DFS will initiate a capital project to upgrade the City's fuel distribution system and will continue fuel site upgrades and fuel tank replacement projects through capital funding. This initiative will help to compliance with Pennsylvania State DEP mandates and fuel site regulations.

## PROGRAM 2: FLEET MAINTENANCE SERVICES

### PROGRAM DESCRIPTION

This program includes DFS's 16 vehicle repair facilities, which are strategically located throughout Philadelphia. Employees include skilled shop floor technicians who are responsible for vehicle repair and maintenance services.

### RECENT ACCOMPLISHMENTS



**VEHICLE AVAILABILITY:** During FY21 and by FY22Q2, DFS maintained the citywide vehicle availability around 91 percent which is above the target level of 90 percent. DFS has Service Level Agreements (SLA) with public health and safety departments

to provide core mission vehicle availability on a day-to-day basis. These core mission vehicles include radio patrol cars, fire medic units, tiller ladders, and street compactors. By FY22Q2 the core mission vehicle availability as a percent of service level agreements is 99.9 percent for radio patrol cars, 133.1 percent for medic units, 124.2 percent for tiller ladders and 100.5 percent for street compactors.



**SCHEDULED VS UNSCHEDULED REPAIRS:** DFS continues to focus on scheduled vehicle repairs with the help of a Fleet Information Management System (FIMS), which helped reduce unscheduled vehicle repairs and increase vehicle availability. During FY21 and by FY22Q2, scheduled repairs increased to 76.0 percent which is higher than the industry standard target of 70 percent. This enabled DFS to enhance vehicle safety and increase vehicle availability for the operating departments.

## PERFORMANCE MEASURES

### FY22 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Fleet availability - citywide	91.6%	90.0%	90.0%	
Percent of SLA met for medic units <sup>1</sup>	136.0%	100.0%	100.0%	
Percent of SLA met for trash compactors <sup>2</sup>	101.6%	100.0%	100.0%	
Percent of SLA met for radio patrol cars <sup>3</sup>	99.6%	100.0%	100.0%	
Fleet availability - police radio patrol cars	89.8%	90.0%	90.0%	
Percent of maintenance performed that is scheduled <sup>4</sup>	77.6%	70.0%	70.0%	
Percent of maintenance performed that is unscheduled <sup>5</sup>	22.4%	30.0%	30.0%	

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<sup>1</sup>The SLA was increased starting in FY20. The SLA is met when 60 of 90 medic units are available. Fleet's Optimal Vehicle Replacement Strategy for medic unit purchases enabled Fleet to meet the SLA.

<sup>2</sup> The SLA is met when 243 compactors are available daily to support Street Department's Trash Collection Operations.

<sup>3</sup>The SLA is met when 675 of 750 or 90% of the active radio patrol car inventory is available. In FY21, Fleet ordered 163 new radio patrol cars. In addition, in FY22, 128 new radio patrol cars will be ordered to replenish the aged inventory.

<sup>4</sup>Fleet's target for this measure is 70.0%, which is the industry standard for the percent of maintenance performed that is scheduled.

<sup>5</sup> Fleet's target for this measure is 70.0%, which is the industry standard for the percent of maintenance performed that is scheduled.

<sup>6</sup>Fleet's target for this measure is 70.0%, which is the industry standard for the percent of maintenance performed that is scheduled.

## FY23 STRATEGIC GOALS

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- ▲ Maintain vehicle availability Service Level Agreements for the City's core mission vehicles.
- ▲ Continue to focus on implementing and adhering to scheduled vehicle maintenance.



### FY23-27 STRATEGIC INITIATIVES

DFS will continue prioritizing vehicle availability of core mission vehicles which includes Radio Patrol Cars, Fire Medic Units, Fire Tiller Ladders and Street Compactors. This strategy will be attained by maintaining scheduled preventive maintenance inspections to reduce unscheduled or breakdown repairs. DFS's work order system will enable us to track and monitor scheduled and unscheduled repairs. This strategy will enhance vehicle safety and increase vehicle availability for the operating departments.

## PROGRAM 3: VEHICLE ACQUISITIONS AND DISPOSAL

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### PROGRAM DESCRIPTION

Through this program, DFS 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, DFS prepares vehicles and equipment for relinquishment to generate revenue.

### RECENT ACCOMPLISHMENTS

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**NEW VEHICLE AND EQUIPMENT PURCHASES:** In FY21 and by FY22Q2, DFS continued its optimal vehicle replacement strategy in public health and safety vehicles through the dedicated operating and capital acquisition funding. This enabled DFS to replace 285

radio patrol cars, 28 medic units, nine fire engines, one tiller ladder, one aerial platform, and 75 streets trash compactors of which 14 are CNG compactors. These new vehicles enabled DFS to maintain the target median age of public health and safety vehicles as per the industry standard to increase vehicle availability and enabling the operating departments to improve operational efficiency.



**REVENUE GENERATION:** DFS has continued internet auctions for vehicle relinquishment to generate revenue for the City. In FY21 and by FY22 second quarter, DFS has sold 777 vehicles, generating \$3 million in revenue.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Median age of vehicle: General Fund <sup>1</sup>	4.2	4.0	4.0	
Median age of vehicle: Water Fund	3.6	4.0	4.0	
Median age of vehicle: Aviation Fund <sup>2</sup>	3.9	4.0	4.0	
Median age of vehicle: Citywide (years) <sup>3</sup>	4.1	4.0	4.0	
Median age of vehicle: Trash Compactors (years)	5.0	4.0	4.0	
Median age of vehicle: Medic Units (years)	2.9	3.5	3.5	
Median age of vehicle: Police Radio Patrol Cars (years)	3.2	2.5	2.5	
Median age of vehicle: Fire Apparatus (years)	8.0	7.5	7.5	
Number of Police Radio Patrol cars replaced / purchased	163	122	150	
Number of medic units replaced / purchased	13	15	15	
Number of trash compactors replaced / purchased	45	30	30	

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<sup>1</sup>Additional Operating and Capital funding is required to replace aged vehicles and equipment. New vehicle purchases in FY22 will enable to replace some of the aged vehicle.

<sup>2</sup> Reduction in acquisition funding since FY20 resulted the higher median age.

<sup>3</sup>Additional Operating and Capital Funding is required to replace the aged vehicle and equipment.

## FY23 STRATEGIC GOALS

- ▲ Continue to replace public health and safety vehicles as per the optimal vehicle replacement strategy.
- ▲ Continue to support the City's Clean Fleet Plan in the vehicle replacement strategy.



### FY23-27 STRATEGIC INITIATIVES

DFS will continue to pursue its optimal vehicle replacement strategy, which mainly focuses on replacing critical public health and safety vehicles, including vehicles and equipment belonging to the City of Philadelphia Police, Fire, and Street Departments. This strategy will enable DFS to replace aged and inefficient vehicle and equipment with more fuel-efficient and technologically advanced vehicles. The vehicle and equipment replacement strategy will be in accordance with the City's Clean Fleet Plan to achieve the Mayor's goal of carbon neutrality by 2050. This will be accomplished by

instituting a clean fleet procurement policy and establishing a vehicle procurement hierarchy that prioritizes battery electric vehicles, hybrid electric, hybrid and CNG vehicles wherever applicable. These initiatives will enable DFS to continually provide safe and reliable vehicle and equipment to operating departments to better service residents of the City of Philadelphia.

# FREE LIBRARY



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## PROGRAMS

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ADMINISTRATION  
CUSTOMER ENGAGEMENT  
INFORMATION TECHNOLOGY AND  
DIGITAL STRATEGIES  
PROPERTY MANAGEMENT



DEPARTMENT PAGE  
[HTTPS://WWW.FREELIBRARY.ORG/](https://www.freelibrary.org/)

## MISSION

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

# BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	36,056,416	38,171,857	41,456,287	50,220,431	51,695,126	51,809,624	51,901,600	51,901,600
<b>Class 200 - Contracts/ Leases</b>	2,218,647	2,772,879	2,028,262	3,496,262	3,496,262	3,496,262	3,496,262	3,496,262
<b>Class 300/400 - Materials, Supplies, Equipment</b>	1,841,601	1,842,128	1,842,128	2,042,128	2,042,128	2,042,128	2,042,128	2,042,128
<b>Total</b>	40,116,664	42,786,864	45,326,677	55,758,821	57,233,516	57,348,014	57,439,990	57,439,990

## PROGRAM 1: ADMINISTRATION

### PROGRAM DESCRIPTION

This program includes all internal activities that guide the work of the Library, such as executive and strategic planning functions, human resources, finance, and marketing.

### RECENT ACCOMPLISHMENTS



**NEW LEADERSHIP:** After a nationwide search, the Library hired a new Director, Mr. Kelly Richards. Prior to this appointment, Kelly served as the Muskegon Area District Library Director in Michigan and Michigan Library Association President. He brings with him almost three decades of library experience.



**DIVERSITY, EQUITY, AND INCLUSION (DEI):**

- ▲ The Chief Diversity and Inclusion Officer, who joined the Free Library in December 2020, is continuing a listening tour of all locations.
- ▲ Developed DEI Goals and Objectives with the Library’s Executive staff. This step followed the Strategic DEI Priorities & Action Plan (March 2021), the next step was to develop measurable DEI goals and objectives, accomplished in November 2021.
- ▲ The Library is participating in the City-Wide Racial Equity Task Force to assess key practices, procedures, and policies to advance racial equity through results-based analysis. In the first two quarters of FY22, 31.5% of staff have completed two sessions of the City’s Diversity, Equity, and Inclusion training module. To support a Library free of racism and bias and focused on diversity, equity and inclusion, all members of the

Executive Staff and the 15 members of the Board of Trustees (out of 19) attended diversity training by consultants.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Social media usage: Facebook, Twitter, Instagram, YouTube <sup>1</sup>	95,045	90,000	98,000	
Departmental M/W/DSBE participation rate <sup>2</sup>	38%	40%	37%	
Percentage of staff completing Customer Service training	12.5%	25%	25%	
Percentage of staff completing two sessions of Diversity, Equity, and Inclusion training	31.6%	25%	30%	

<sup>1</sup>This is a point-in-time measure.

<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.

## FY23 STRATEGIC GOALS

- ▲ Launch a two-year strategic plan built on robust staff and community input and crafted with an eye toward impactful efforts achievable in uncertain times.
- ▲ Further strengthen and integrate DEI into Library operations and services.
- ▲ Instill diverse and inclusive practices and procedures at all levels of the organization.
- ▲ Create DEI goals and objectives for all staff.

## FY23-27 STRATEGIC INITIATIVES

Over the next five years, the Library will place significant effort into instituting new recruitment opportunities and policy changes that promote a diverse and inclusive workforce. These essential changes to the organization will prepare the Library to recover from the pandemic and fiscal uncertainty, while serving a population that needs a robust public library to support literacy gains for school-aged children and adults and to support workforce development. Lessons over the past two years have taught the Library the vital importance of staff-led

initiatives, inclusive decision-making, and multi-tiered communication strategies guided by an internal culture of transparency. A revamp of HR policies and procedures and professional development and training opportunities that for staff will be key factors in this growth.

## **PROGRAM 2: CUSTOMER ENGAGEMENT**

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### **PROGRAM DESCRIPTION**

This program encompasses the services that deal directly with the public, such as administration of the Parkway Central Library, the neighborhood libraries, the Library of Accessible Media for Pennsylvanians (LAMP), The Literacy Enrichment After-School Program (LEAP), and Summer Learning. Additionally, this program includes the Division of Cultural and Civic Engagement, which oversees adult and family programming around cultural and civic issues, and Materials Management, the unit that orders library materials.

### **RECENT ACCOMPLISHMENTS**

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#### **NEIGHBORHOOD LIBRARIES**

- ▲ Having ceased occupancy limits by the beginning of July, neighborhood libraries were more fully able to open their doors to the public by late August 2021.
- ▲ In November, 38 Library locations were polling sites for the General Election.
- ▲ 10 neighborhood libraries provided cooling centers to residents during citywide heat emergencies.
- ▲ The Library hosted four School Access Centers in partnership with the School District of Philadelphia for students attending virtual schooling.



#### **YOUTH PROGRAMMING:**

- ▲ In 2020, the Library pivoted to offer virtual programs during the stay-at-home orders. Over the last year, the Library continued to offer virtual programs for all ages and has also resumed in-person programs to serve communities more fully. Outdoor programming was particularly successful during the warmer weather this year and included storytimes; make and take craft activities; literacy programming on Playstreets in collaboration with Philadelphia Parks and Recreation and Fab Youth Philly; COVID-19 vaccination and testing; programs with community partners like, Clay Play Read, and more.
- ▲ Between October 2020 and May 2021, 60 teens worked as virtual LEAP TeeLeadership

Assistants (TLAs), creating one-of-a-kind content for social media, leading peer-to-peer meetings to discuss collaborative projects, and gaining experience using 21st Century Skills like problem-solving, critical thinking, and self-direction.

▲ The Summer of Wonder program provides a framework for children and teens to participate in fun and engaging learning experiences throughout the summer. With students experiencing a range of educational situations due to COVID-19, keeping students engaged and learning throughout the summer is vital. After an entirely virtual summer in 2020, Summer of Wonder moved to a hybrid model in 2021. In addition to live trainings for camp staff on Zoom, camps and summer programs were able to access online training videos, literacy tips, and activities on the Summer of Wonder Hub. More than 300 camp groups participated in the Camp Challenge in 2021.

- Expand programming for 4th-8th grades to extend Read By 4th successes
- The Free Library created a website as a support for middle school students and their families who were in the high school selection process. The website was visited by 254 individuals between September and November 2021.
- In Winter 2021, The Free Library offered mini-grants to libraries, funded by the Philadelphia City Institute (PCI) Board of Managers, to design programs for middle school students that had a literacy, STEAM, or social justice focus. The libraries that received mini-grants and offered virtual programs that included: Nature in Your Neighborhood (topics related to local environmental history, conservation, and identification), a Comic and Literacy Arts workshop which introduced sequential storytelling tools, and an art exhibition: Souls Shot: Portraits of Victims of Gun Violence, which included participants selecting a book on gun violence to discuss critical social issues and receiving a LEGO set which tied into the book, as well as a mindfulness kit. Attendance for these programs totaled 130.
- Virtual programming, funded by Philadelphia City Institute (PCI) Board of Managers, for middle school youth was offered in July and August 2021. The Free Library partnered with Mighty Writers to offer virtual Mighty Music Makers, with an attendance of 45 funded by the Philadelphia City Institute (PCI) Board of Managers.
- During August 2021, the program “Rap It Up” introduced youth to the history of hip-hop, including influences from other music genres, and its impact as a youth and cultural movement. Youth also had the opportunity to participate in a writing session and collaborated on composing verses relevant to their lives, with an attendance of 23 funded by the Philadelphia City Institute (PCI) Board of Managers.
- More programs are being planned for summer and fall 2022 for middle school students and additional teen programs are being planned in spring 2022 for teens that will also include middle school students.

- Over the last year, the Library expanded literacy support to childcare programs in seven neighborhoods to kickstart language and literacy development for children before they start school through the Literacy in Early Learning Spaces project. Neighborhoods now include Logan (19141), North Philadelphia (19133 and 19121), South Philadelphia (19148), West Philadelphia (19139 and 19143).

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET <sup>1</sup>	 FY23 TARGET	 MAYORAL PRIORITY
In-person visits	176,619	1,500,000	2,300,000	
Percentage of Philadelphians who have Library cards <sup>2</sup>	46.0%	55%	50%	
Preschool Program Attendance	197,573	200,000	75,000	
Children's Program Attendance	176,572	165,000	180,000	
Teen Program Attendance	7,616	38,000	38,000	
Adult Program Attendance	140,374	115,500	100,000	
Senior Program Attendance	326	8,500	8,000	
Hours of service	48,164	100,000	100,000	
Program attendance (across all program types)	522,161	399,000	415,000	
Circulation counts (collection use statistics) <sup>3</sup>	4,002,577	3,800,000	4,500,000	

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<sup>1</sup> During FY22 Q1 and Q2, the Library is currently conducting both in person and virtual programs with attendance proving to be unpredictable.

<sup>2</sup> This measure calculates the number of unexpired cards with a Philadelphia address divided by the current population of Philadelphia. Library cards are purged after seven years of inactivity and active cards are those that have been used within the last three years.

<sup>3</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.

## FY23 STRATEGIC GOALS

- ▲ In FY23, the Library will provide stable five day service at all branches and Parkway Central. Regional Libraries will remain at five days per week but return to Tuesday -Saturday schedules.
- ▲ Expansion of programming and services for middle school and high school youth to support their literacy, learning, and social/emotional needs.
- ▲ Sustain and grow Literacy in Early Learning Spaces project to support childcare programs, teachers, and families in helping grow language and early literacy skills in children in early childhood settings, so they are ready to learn how to read when they start elementary school.



### FY23-27 STRATEGIC INITIATIVES

Literacy support for children will continue to be of high importance to the Library's work. While the Read by 4th campaign invests in first to third graders, the Library will also seek to support fourth to eighth graders through expanded virtual services and programs using the already developed High School Choice website in collaboration with local schools. Additionally, the City's youngest children will benefit from focused strategies; partnerships with childcare providers to kick start language and literacy develop-

ment for children before they start school, along with professional development, coaching, books, and other materials for those providers will be available through the Literacy in Early Learning Spaces program, which aims to expand, citywide. The Library will oversee and support cultural and civic programs in neighborhood libraries and carry out key programs that engage new and diverse audiences across Philadelphia and the state with its grant-based projects "Chronicling Resistance" and "Hear Me Out," among other efforts.

# PROGRAM 3: INFORMATION TECHNOLOGY AND DIGITAL

## PROGRAM DESCRIPTION

Information technology functions, including maintenance of Library 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.

## RECENT ACCOMPLISHMENTS



**DOMAIN UPGRADES:** The upgrade to the Library's domain is now complete; providing increased security and paving the way for future network enhancements. Patron email notifications for hold pickup, upcoming due dates, and overdue notices have been upgraded from plain text to a more dynamic HTML format which enables the inclusion of links and images.



**EMERGENCY CONNECTIVITY FUND:** The Library applied for and received funding from the federal Emergency Connectivity Fund (ECF) that has enabled the Library to purchase 11,300 hotspots and tablets to lend to residents without internet access at home, which will provide those individuals with internet until the federal program concludes on June 30, 2022; over 2,000 devices have already been loaned to patrons as of December 20.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Virtual visits via FLP website	4,071,281	4,200,000	4,400,000	
Digital access <sup>1</sup>	3,391,813	3,400,000	3,500,000	

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<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.

## FY23 STRATEGIC GOALS

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- ▲ Systemwide deployment of new PCs for the public and staff, along with the implementation of wireless printing.
- ▲ Digital content and communication capabilities will be enhanced through the onboarding of a new robust content management system, responsible for freelibrary.org and other digital assets.
- ▲ To improve the effectiveness of material lending services, cloud-based data analysis tools will be introduced and be made available to organizational decision makers. The services will enable report generation and strategic trend analysis to enhance data-driven decision making.



### FY23-27 STRATEGIC INITIATIVES

In the coming years, the Library will work to further enhance the effectiveness of its technology-based programs and services by introducing web tools that allow for analysis of trends related to FLP's mission and goals and that assist with systemwide, data-driven management. The organization will also incorporate flexible business tools which will better position us to swiftly adapt to the unknown, such as migration to cloud-based products.

## PROGRAM 4: PROPERTY MANAGEMENT

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### PROGRAM DESCRIPTION

This program is responsible for building maintenance, security, and custodial services for the Library's 54 facilities.

## RECENT ACCOMPLISHMENTS

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**CAPITAL IMPROVEMENTS:** Over the course of the previous fiscal year the Library has completed a variety of capital improvements including:

- ▲ Elevator replacements at Andorra Library and Kingsessing Library;
- ▲ Renovations of Nicetown-Tioga Library's second level including a new job lab and Parkway Central Library's Children's Department;
- ▲ LED lighting conversions at 14 libraries (total up to 18 sites by end of FY22 including three major outdoor projects at Chestnut Hill Library, McPherson Square Library, and Blanche A. Nixon/Cobbs Creek Library);
- ▲ Completed flooring projects at Rodin Place (staff space), Parkway Central Library's Senior Center and Queen Memorial Library;
- ▲ Seven major HVAC upgrades (Fumo Family Library, Andorra Library, Falls of Schuylkill Library, Lillian Marrero Library, Holmesburg Library and Bushrod Library; Fishtown Library in progress).



**COVID-19 PREPS:** Completed COVID-19 prep in 52 neighborhood libraries and 14 Parkway Central Library departments. Requiring over 230 visits to Library locations, which included custom safety consultations for all staff spaces, installation of over 740 plexiglass barrier, provision of masks, face shields, floor stickers, and anti-bacterial products.



**ELECTIONS:** The Library acted as a polling site at 38 of its neighborhood libraries for the primary and general elections, preparing COVID-19 safety protocols and pre and post-election cleaning and sanitization.



**UPGRADES:** Property Management oversaw the acquisition and installation process of a major upgrade to the materials sorting system (the "super sorter") at the Regional Operations Center, the upgrade of which nearly doubled the Library's capacity, resulting in faster turnaround times for patron requests and more efficient circulation to neighborhood libraries.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Building Service Requests (totals)	2,475	3,700	3,700	
Median turnaround time (days to completion) for building service requests	8.9	12.0	12.0	
Number of events supported by property management <sup>1</sup>	2	500	1,000	

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<sup>1</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.

## FY23 STRATEGIC GOALS

### Repairs

- ▲ Four major roof replacements and upgrades
- ▲ Complete ventilation upgrades at Holmesburg Library, Fishtown Library, and Bushrod Library

### Upgrades/Renovations

- ▲ Support Rebuild projects in identified libraries
- ▲ Design new HVAC system for the Rare Book Department of Parkway Central Library
- ▲ Design new HVAC system for the Art and Literature Department at Parkway Central Library
- ▲ Design new HVAC system for Northeast Regional Library
- ▲ Complete HVAC major modifications for Donatucci Library, West Oak Lane Library, Oak Lane Library, Haddington Library, and Wadsworth Library
- ▲ Design major HVAC upgrade for Richmond Library
- ▲ Complete major restoration of Parkway Central Library’s Newspapers and Microfilm Center

**Collaboration with the City Planning Commission on the 1801 Vine/1901 Wood Street Development Project.**



## FY23-27 STRATEGIC INITIATIVES

Initiatives include managing several capital improvements, like new roofs, elevators, and HVAC systems to neighborhood libraries not designated as Rebuild sites, along with oversight of the progress, planning, and execution of the 12 libraries that are designated as Rebuild projects. The Library will continue to focus on ADA

improvements in 52 libraries and develop a strategy to address identified issues over the next several fiscal years. Finally, focus will be paid to preparing all libraries for a safe reopening post COVID-19.

# HOMELESS SERVICES

## PROGRAMS

HOMELESS PREVENTION AND DIVERSION  
EMERGENCY AND TEMPORARY HOUSING  
PERMANENT HOUSING  
INFRASTRUCTURE AND ADMINISTRATIVE SERVICES



### DEPARTMENT PAGE

[PHILA.GOV/DEPARTMENTS/  
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[FY 21 SNAPSHOT](#)

[RESPONDING TO THE COVID PANDEMIC:  
EXPANDED SYSTEM CAPACITY AND  
INCREASED SAFETY MEASURES FOR  
PEOPLE WHO ARE HOMELESS AND  
MOST AT-RISK](#)

## MISSION

The mission of Philadelphia's Office of Homeless Services (OHS) is to provide the leadership, coordination, planning, and mobilization of resources to make homelessness rare, brief, and nonrecurring in the city.

The homeless services system provides homelessness prevention and diversion services to those facing imminent homelessness, emergency, temporary, and long-term housing to Philadelphians experiencing literal homelessness.

## BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	7,600,652	9,307,467	9,786,985	9,881,368	10,112,718	10,112,718	10,112,718	10,112,718
<b>Class 200 - Contracts/ Leases</b>	36,823,262	45,637,327	46,094,639	58,638,836	62,295,427	52,921,880	52,921,880	52,921,880
<b>Class 300/400 - Materials, Supplies, Equipment</b>	335,280	344,127	344,127	344,127	344,127	344,127	344,127	344,127
<b>Class 500 - Indemnities/ Contributions</b>	22,800	32,421	32,421	32,421	32,421	32,421	32,421	32,421
<b>Total</b>	44,781,994	55,321,342	56,258,172	68,896,752	72,784,693	63,411,146	63,411,146	63,411,146

The American Rescue Plan (ARP) will bring a one-time infusion of \$42 million for homeless assistance through the HOME-ARP program beginning in FY22 and sunsetting in 2030 once the HOME-ARP Plan is approved by HUD. The only allowable uses of these funds as written into the legislation are acquisition and development of affordable housing, acquisition and development of non-congregate shelter, services to those experiencing homelessness, and time-limited tenant-based rental assistance. Unlike the CARES ESG funding received in 2020, no funds are available for the operation of homeless service programs such as emergency shelter. Nor are there funds to operate the affordable housing once it is developed. While HOME-ARP is an important policy step forward toward creating more affordable housing to end homelessness, it leaves a significant gap in covering the cost of operating existing emergency and temporary housing services for FY23.

## PROGRAM 1: HOMELESSNESS PREVENTION AND DIVERSION

### PROGRAM DESCRIPTION

Homelessness prevention and diversion services help households stabilize and maintain their current housing or identify and create new pathways to stability by providing counseling, mediation, problem solving, and financial assistance. These efforts help families at imminent risk of homelessness prevent shelter admission by providing alternatives that are effective and safe.

Homelessness Prevention Services can be accessed by phone to a central hotline number, online application or by walking into an OHS access point. People are then referred to community-based organizations for assessment and services.

Homelessness prevention is critical, not just to help vulnerable people avoid the trauma of homelessness, but also to save taxpayer dollars. Research from the Homebase Program in New York City estimates that every \$1 spent on prevention, avoids \$3 in shelter costs. From FY17 through FY21 nearly 7,000 households avoided shelter admission thanks to this program. In a two-year lookback, no one who had received homelessness prevention services entered shelter.

## RECENT ACCOMPLISHMENTS



**HOMELESSNESS PREVENTION AND DIVERSION:** In FY21, OHS provided homelessness prevention and diversion services to 1,873 households.



**LATINX/HISPANIC COMMUNITY SERVICES:** OHS expanded the network of homelessness prevention providers to include several dedicated to serving the Hispanic/Latinx community.



**EVICTIION PREVENTION:** Eviction prevention was split off from homelessness prevention and is now handled entirely by the Department of Housing and Community Development (DHCD). OHS focuses on those who are not leaseholders. This approach has enabled more in-depth and specially tailored services based in both systems to better meet people’s needs.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of households provided homeless prevention assistance <sup>1</sup>	1,873	1,400	1,400	

<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 annual target assumes \$2,011 of assistance per household. Often, households require less assistance, and OHS is able to serve more households. The number might vary, based on level of need.

## FY23 STRATEGIC GOALS

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- ▲ OHS is continuing to expand and tailor services to meet the unique needs of the Hispanic/Latinx community. To that end, OHS secured a grant from the state’s housing trust fund (the PA Housing Affordability and Rehabilitation Enhancement or PHARE program) to convene an Advisory group to market, recruit and train staff and new providers, and to work with OHS on making services more accessible and available to people with limited English proficiency.
- ▲ OHS will continue to provide homelessness prevention and diversion services through the network of community-based organizations with an emphasis on multi-month rental assistance and housing case management to prevent shelter admission and stabilize families.
- ▲ Given the continued pandemic, OHS is continuing to grow and expand access to services by phone, and internet to avoid contact when needed without depriving vulnerable people of services.

## FY23-27 STRATEGIC INITIATIVES

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OHS is focused on the integration and coordination needed to provide a person-centered, trauma-informed, and holistic approach to homelessness prevention by engaging a range of partners. OHS works closely with the Managing Director’s Office (MDO), the Office of Community Empowerment and Opportunity (CEO), the City’s Division of Housing and Community Development (DHCD ) and community partners to craft a seamless network of services that are readily accessible to help people solve their homelessness crisis in the most effective and least disruptive way.

## PROGRAM 2: EMERGENCY AND TEMPORARY HOUSING

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### PROGRAM DESCRIPTION

Emergency, temporary housing continues to be a core service to meet the immediate and short-term housing needs of people experiencing literal homelessness. It is, quite simply, shelter. The City operates 38 shelters throughout the City that are open 24 hours a day, year-round, offering a total of 3,392 beds under normal circumstances. With COVID, the number of beds is reduced to 2,526 to allow for social distancing. An additional six sites are open for winter providing 177 more beds to help more people come in from the cold. Shelter and Temporary Housing costs an average of \$16,581 per bed per year; with turnover based on length of the stay, it rounds

out to about \$6,221 per person including meals. Shelters provide safety, meals, housing case management, connections with employment, family, and behavioral health services.

HUD defines the term Transitional Housing (TH) as a project designed to provide housing and appropriate supportive services to homeless persons to facilitate movement to independent living. The housing is short-term, typically less than 24 months. Philadelphia has reduced its reliance on TH over the past several years and now offers just 1,061 units (down from 1,244 in 2018) all in buildings that would be costly to renovate into apartments, and all designated for populations for whom this program model is effective such as young parents and people in recovery.

## RECENT ACCOMPLISHMENTS



**EMERGENCY HOUSING:** In FY21, 10,246 people received emergency temporary housing through the OHS network. 36 percent exited to permanent housing, an increase of nearly 10 percent over FY20, but still fewer than needed due to the continued, dire shortage of housing affordable to those most in need. 37 percent increased their incomes through their stay.



**DECLINE IN FAMILY HOMELESSNESS:** Family homelessness has declined 42 percent from FY17 through FY21 thanks to the effective investment of homelessness prevention and rapid rehousing. Nonetheless, families comprise 13 percent of those who entered shelter, but 31 percent of the total individuals served.



**COVID PREVENTION:** Shelters have been – and continue to be - remarkably successful in keeping people safe through the pandemic. In FY21 they never went above a 2.8 percent COVID-19 infection rate. Through the partnership with the Philadelphia Department of Public Health (DPH), over 1,000 homeless people have received at least one vaccination dose.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent of exits to permanent housing destinations from shelter and transitional housing programs <sup>1</sup>	40.5%	40.0%	40.0%	
Median length of stay in shelter, transitional, and safe haven programs (days)	71	110	90	

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<sup>1</sup>The percent of exits to Permanent Housing destination is slightly lower than anticipated. This may be due to continued impact of COVID-19 on housing. The impact of COVID-19 on permanent housing is felt in a variety of ways including, provider sites staff vacancies and slower hiring, slower turn over of units due to maintenance staff sick leave, and supply chain issues, specifically with unit appliances.

## FY23 STRATEGIC GOALS

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- ▲ Sustain the progress made in housing people age 65+ who are homeless that began with the establishment of the COVID Prevention Spaces and then expanded into dedicated Single Room Occupancy programs. Since COVID-19 started, the number of older adults in congregate sites and on the streets went down and over 200 were prioritized for permanent housing through a range of programs.
- ▲ Expand [Help for the Hurdles](#), a program piloted by OHS in partnership with a nonprofit staffing firm that prioritizes employing people in recovery, reentry, and homelessness overcome barriers to employment by providing childcare and transportation. Jobs include Mail Sorters, Packers, Loaders and Cleaning with an average hourly rate of \$15.32 and 23.28 average hours of work a week. To date, 113 people have enrolled.
- ▲ Raise the wages for those employed in the shelter system. While the City has been a leader in the living wage movement, those working in the shelter system, predominantly women of color, many with lived experience of homelessness themselves, are being left behind.

## FY23-27 STRATEGIC INITIATIVES

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OHS is committed to centering racial equity in all services. Homelessness is a crisis that disproportionately affects people of color, especially those who are Black and African American. This is the result of the long history of housing discrimination. Conversely, providing a safe, stable place to live, the mission of OHS, reverses the predictive power of race in determining economic, physical, and social wellbeing.

The single most important strategic initiative for OHS is to do everything in its power to be a force of anti-racism and right the historical inequities by providing housing to those who are experiencing literal or imminent homelessness.

Ultimately, the goal is to reduce the shelter system and provide affordable housing to all who need it. It is important to note that not all affordable housing is affordable to those who are homeless who are poorer, often have no income at all, suffer disproportionately from disabilities, and generational poverty.

OHS works tirelessly to advocate for, build, expand, and deliver long-term housing to end homelessness once and for all. While OHS remains committed to the amazing and tireless shelter providers who provide people in need of high quality services in a safe, clean environment with respect and dignity, no one really wants to be in a shelter if they can avoid it. While the political pressure is always on reducing the numbers on the street, the moral imperative extends to families and youth where interrupting the generational cycle of poverty and homelessness translates into rewriting the future history of the next generation of Black and Brown Philadelphians.

## PROGRAM 3: PERMANENT HOUSING

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### PROGRAM DESCRIPTION

Permanent safe, affordable, and accessible housing, with wrap around services, resolves homelessness. Housed people are not homeless. OHS employs two main long-term housing programs: Rapid Rehousing and Permanent Supportive Housing.

▲ **Rapid Rehousing (RRH)** is a one to two-year tenant or project-based subsidy accompanied by housing case management. It has an 85 percent success rate in preventing a return to homelessness over the past two years.

▲ **Permanent Supportive Housing (PSH)** is a long-term subsidy with wraparound services designed especially for those who have behavioral health disabilities and may have been homeless for a long time. It has a 90 percent success rate.

### RECENT ACCOMPLISHMENTS

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**LONG-TERM HOUSING:** In FY21, despite the pandemic, OHS helped 1,500 households enter permanent housing. OHS had 5,341 units of supportive housing, an increase of more than 400 units since 2018 thanks largely to the unprecedented investment of City funds. This increased investment showed its impact in the City reporting its lowest number of people living unsheltered on the street since 2016.



**RAPID REHOUSING:** 1,014 households moved into permanent housing units in FY21 despite staffing shortages and inspection delays caused by the pandemic. Unsheltered went down by 27 percent between FY17 and FY21; chronic homelessness declined by 66 percent in the same time frame.

▲ Rapid Rehousing had 486 move-ins and a total of 1,379 units reported in the annual Housing Inventory Count. The effectiveness of this strategy showed itself in 42 percent reduction in family homelessness between FY17 and FY21. COVID may impact the accuracy of data.



**LONG-TERM HOUSING PROGRAM PILOTS:** OHS piloted two new cost-effective long-term housing programs that have boasted more than 90 percent retention and success in preventing a return to homelessness.

▲ The first, Street to Home enabled 75 people who were literally unsheltered to find and move into their own units with a one-to-two-year subsidy and housing case management. It has been especially effective for people who are unwilling to go to shelter, the traditional route to accessing Rapid Rehousing.

▲ The second program is Shared Housing, a national model that enables three unrelated adults to live together as roommates making the rent much more affordable. The City invested in rehabilitating scattered site Philadelphia Housing Authority (PHA) units who then master leased them to a nonprofit provider who then leased them to the residents and supported them in living together. Not only are the units permanently affordable because they are owned by PHA but renovating them helps the neighborhood by bringing blighted buildings back into productive use. The program started with 35 houses serving over 150 people including some large families.



**RIVERVIEW PERSONAL CARE HOME TRANSITION:** OHS closed the Riverview Personal Care Home Program and successfully helped all residents find new places of their choosing to live. There were no staff layoffs. The remaining staff has been transformed

in the PEACE program which does two things: 1) places health care aides in several shelters to help with residents who are frail and need additional care. They then shepherd their referral and placement into a new, less restrictive setting of their choice; 2) the team facilitates entry of homeless people into personal care and long-term care programs that can assist them with ADLs (activities of daily living), medication management, appropriate diet, physical and behavioral health supports for them to age with dignity. To date, 85 people have moved.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of households provided rapid rehousing assistance to end their homelessness <sup>1</sup>	491	500	500	
Percent of households who return to homelessness within two years after exiting to a permanent housing destination	20%	20%	20%	
Number of households placed into all types of permanent housing, including permanent supportive housing and rapid rehousing	1,014	1,000	1,250	

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<sup>1</sup>Due to COVID-19 and its economic devastation, OHS has provided extensions to households in rapid rehousing (RRH,) limiting the number of new admits. Additionally, there have been delays as it relates to application processes. Providers are working remotely and some participants lack means of communication which can delay the process. Some providers have had difficulty locating units because of slow turnover and more competitive rents in Philadelphia.

## FY23 STRATEGIC GOALS

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- ▲ Sustain and expand Street to Home to continue to engage people who are unsheltered and offer them a viable option for ending their homelessness.
- ▲ Sustain and expand Shared Housing to housing people who are homeless in sustainable affordable units while helping revitalize neighborhoods by fixing up vacant PHA scattered site homes.
- ▲ Expand and maximize the PEACE program to achieve OHS goal of 100 frail elderly people in shelters and behavioral health programs get housed in long-term care, community settings and personal care programs where they can live out their lives safely, with dignity.

## FY23-27 STRATEGIC INITIATIVES

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Providing permanent affordable housing is the strongest anti-racist action that OHS can take. It changes the opportunity structure for people, makes health, recovery, family stability, and employment possible. It increases longevity. The best and most effective work that OHS can do it is to ensure that as many people as possible who are currently homeless have a place to live safely, stably, and affordably. That is the prime directive and primary strategic initiative.

OHS is dedicated to centering racial equity in it's work. Unlike many cities across the nation which show racial disparities between staff and those with lived experience, that is not the case. Similarly, Philadelphia places proportionately more people of color into long-term housing which helps reverse the predictive power of race in determining health and economic wellbeing.

When the American Rescue Plan made available 863 Emergency Housing Vouchers (EHV), OHS further transformed its assessment and referral process to ensure that people who had been historically marginalized got priority consideration. OHS promised [quarterly public reporting](#) for accountability. The first report was distributed on January 24, 2022. OHS's commitment moving forward is to continue to use a racial equity lens in all long-term housing programs. To do this, OHS is transforming its racial equity committee into a network of Racial Equity Vision-Holders working throughout the system.

## PROGRAM 4: INFRASTRUCTURE AND ADMINISTRATIVE SERVICES

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### PROGRAM DESCRIPTION

The Infrastructure and Administrative Services Program has two divisions that support all service delivery. They provide the financial, technological, operational, and information backbone for the provision of the high-quality services OHS provides. Unlike many City departments, OHS is largely funded by grants from state and federal government, as well as philanthropic sources.

▲ **Policy, Planning and Performance (P3):** includes strategic planning, performance management, training, grants, data quality, and timely and accurate reporting to all funding entities. OHS works tirelessly to advocate for, build, expand and deliver long-term housing to end homelessness once and for all.

▲ **Administrative Services:** responsible for facilities, asset management, contracts, finance, human resources, and information technology. OHS works through an extensive network of mostly nonprofit providers each of which has at least one contract for their services that is negotiated and managed by the office and most of which are paid by reimbursement.

### RECENT ACCOMPLISHMENTS

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**POLICY, PLANNING AND PERFORMANCE (P3):** P3 provided the infrastructure and support for the racial equity mission and work of OHS, both internally and throughout the service system. This included training, a special presentation by national expert and NYT best-seller Richard Rothstein, author of *The Color of Law*, establishment, and support of the Roadmap to Homes Racial Equity Committee.

▲ P3 also leads the application for and management of all the office's grants from state and federal sources which in FY21 totaled \$40,276,474, without which OHS would not be able to provide much of the long-term housing.

▲ P3 also designed several innovative programs in FY21 including [Help for the Hurdles](#) which connects people with employment and helps them overcome barriers such as transportation and childcare.



**ADMINISTRATIVE SERVICES:** Administrative Services executed 192 contracts, amendments and miscellaneous purchase orders, the most contracts done in a single year at OHS representing a total dollar amount of \$130,947,691. There was no significant negative audit findings from any oversight body.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Median length of time to conform service provider contracts <sup>1</sup>	68	64	56	

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<sup>1</sup>SOHS is part of a pilot with Harvard's Government Performance Lab(GLP) with CAO and Procurement. This pilot will help make the contracting process more efficient and less burdensome to OHS.

## FY23 STRATEGIC GOALS

- ▲ OHS is thrilled to have been selected to be part of a pilot project with the Procurement Department and the Office of the Chief Administrative Officer (CAO) working with a team from Harvard’s Government Performance Lab (GLP) to rethink how the City can provide support to department staff in planning and executing procurements and professional service purchases. OHS will have the opportunity to co-design and solidify strategies for additional supports. This is a very significant opportunity to improve operations.
- ▲ OHS’s Policy, Planning and Performance unit (P3) is focused on continuing to improve data quality, reporting, and analysis with a racial equity lens to assess where the homeless services system may be skewed and adjust accordingly. The unit is dedicated to continuing to improve community engagement and input into budgetary, policy, and programmatic decision making through training, community meetings, online, and virtual input sessions until OHS can resume in person meetings.
- ▲ OHS’s Human Resources, Information Technology, Fiscal and Contract units are all focused on quality and efficiency to meet growing needs.

## FY23-27 STRATEGIC INITIATIVES

Overall, the OHS infrastructure and administrative services are focused on ensuring that racial equity is centered in policies, practices, and procedures both internally as an employer within the City and externally with the network of service providers. This includes continuing to streamline contracting and invoicing to reduce the burden on the nonprofit provider and advocating for increased funding to ensure that homeless service staff in the community are compensated for their work and are safe in their working environments.

# HUMAN RELATIONS



## PROGRAMS

### HUMAN RELATIONS



#### DEPARTMENT PAGE

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HUMAN-RELATIONS/

## MISSION

The Philadelphia Commission on Human Relations (PCHR) is the City's official civil rights agency. PCHR enforces local anti-discrimination laws; investigates discrimination complaints and civil rights violations; resolves community disputes through various conflict intervention methods; and educates the public on their legal rights and responsibilities.

PCHR also staffs the Fair Housing Commission, which is charged with remedying unfair rental practices and addressing unsafe and unhealthy conditions in rental properties through enforcement of the Fair Housing Ordinance.

## BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	2,267,083	2,325,040	2,463,907	2,495,189	2,566,792	2,566,792	2,566,792	2,566,792
<b>Class 200 - Contracts/ Leases</b>	11,818	34,657	34,657	43,333	43,333	43,333	43,333	43,333
<b>Class 300/400 - Materials, Supplies, Equipment</b>	6,572	28,031	28,031	28,031	28,031	28,031	28,031	28,031
<b>Total</b>	2,285,473	2,387,728	2,526,595	2,566,553	2,638,156	2,638,156	2,638,156	2,638,156

## PROGRAM 1: HUMAN RELATIONS

**COMPLIANCE:** The Compliance Division enforces laws that prohibit discrimination and promote equality by conducting thorough investigations and recommending findings. If an investigation results in a finding of probable cause, PHRC will hold a public hearing and issue an order aimed at remedying the discrimination. The Compliance Division also operates a Discrimination Mediation Program, which resolves discrimination cases efficiently by drawing upon support from volunteer lawyers who have trained in mediation.

**COMMUNITY RELATIONS:** The Community Relations Division provides conflict resolution and mediation services to resolve neighborhood disputes and works to engage people of different backgrounds to promote intergroup harmony. This unit also conducts skills-building workshops and serves as the general educational arm of the agency. It also facilitates a Dispute Resolution Program, which responds to requests to help quell neighbor disputes and other volatile situations that have not yet escalated to violence and that are not being litigated.

**FAIR HOUSING COMMISSION:** The Fair Housing Commission (FHC) enforces the Fair Housing Ordinance, 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.

## RECENT ACCOMPLISHMENTS

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**COMPLIANCE:** In FY22, PCHR will expand education and proactive enforcement of the City's anti-discrimination laws to ensure compliance with the City's progressive legislation aimed at eliminating conditions and practices that have a disparate impact on racially marginalized communities, including but not limited to the Renters Access Law, the Do Not Solicit Homeowner Protection Law, and the City's ban on pre-hire testing for marijuana.

In FY21, PCHR investigated and closed 187 discrimination cases, determining that there was probable cause to show that discrimination had occurred in 13 of those cases. That determination may lead to a settlement agreement or Adjudicatory Hearing that can result in an order to cease and desist from the unlawful practice. Damages may be awarded.

In FY21, 23 discrimination cases were mediated, and the total monetary recovery for complainants resolved through mediations, settlements, and conciliations was over \$165,000.



**COMMUNITY RELATIONS DIVISION (CRD):** With approximately a 300 percent increase in anti-Asian hate and bias acts reported since 2018, PCHR partnered with the Philadelphia Police Department, SEPTA Transit Police, and the Federal Bureau of Investigation (FBI) to develop billboards to inform people on how to report hate in FY21 and FY22.

PCHR partnered with the Office of Public Engagement to facilitate the second event of the City's "Circles of Truths" series, subtitled "Safety and Solidarity within AAPI and Black Communities" held in May 2021. It featured a public panel discussion with local civil rights activist Dr. Walter Palmer and Asian American Pacific Islander (AAPI) activist and historian Rob Busher and discussed race relations between the African American and AAPI communities.



**FAIR HOUSING COMMISSION (FHC)** In FY21, the FHC promulgated regulations to provide guidance for the Emergency Housing Protection Act, which provides protections for renters affected by the COVID-19 pandemic, including an eviction moratorium, waiver of late fees, mandatory mediation prior to filing for eviction, mandatory payment plans for delinquent rent, and remedies for tenants experiencing self-help eviction practices.

In FY21, the FHC helped to interpret the Renters Access Act to enforce against blanket exclusions of people effectively and quickly with eviction records, credit scores, or a tenants' failure to pay rent or utility bills during the COVID-19 emergency period.

By the end of FY21, the FHC adjudicated 374 cases alleging violations of the Fair Housing Ordinance to resolve unfair rental practices occurring in Philadelphia.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Discrimination cases investigated <sup>1</sup>	174	150	175	
Ban the Box cases investigated <sup>2</sup>	6	15	5	
Neighbor disputes investigated	362	300	325	
Intergroup conflict cases investigated	50	75	75	
Prevention/education activities	333	250	275	
Fair Housing Commission number of cases	374	375	375	
Brief Service - Discrimination	191	120	175	
Brief Service- Community Relations	357	175	300	
Brief Service- Fair Housing Commission	1,472	800	1,000	

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<sup>1</sup>This target is set to reflect the number of employment, housing, and public accommodations cases investigated and closed in a year. It is anticipated that PCHR will see an increase from the number of cases in FY22 and more in line with the number of cases investigated in FY21 due to investigations related to the City's ban on pre-hire drug testing for marijuana, Do-Not Solicit Homeowner Protection Law, and Renters Access Act. Therefore, the target for FY23 is consistent with FY21 Actual.

<sup>2</sup>PCHR has not been receiving many new cases through intake. PCHR will continue to conduct increased outreach to ensure that people know to file complaints with the PCHR if needed.

Brief services refer to services relating to different units within PCHR that do not require opening a case, such as, referring a person to a more appropriate agency or answering questions about services.

## FY23 STRATEGIC GOALS

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### COMPLIANCE

- ▲ PCHR will increase its capacity to investigate and close discrimination cases.
- ▲ PCHR will examine racial disparities and discrimination in Philadelphia’s housing market and home appraisal process. PCHR will develop innovative educational outreach programs and policies to eliminate this form of housing discrimination.

### COMMUNITY RELATIONS

- ▲ PCHR will launch its “Neighborhood Ambassador” and “Youth Leader” programs to train community members on the work of the PCHR and how to build interdisciplinary community partnerships with a goal of creating stronger neighborhoods and combating the rise in hate crimes and bias incidents.
- ▲ In FY22 and continuing into FY23, the PCHR will develop online educational materials and launch the PCHR’s new website that will include new and updated resources in order to make it easier and more accessible for people to learn about their civil rights and protections; the process of filing; and the ability to submit complaints.

### FAIR HOUSING

- ▲ In FY23, FHC will pilot a pre-hearing mediation program to offer an alternative option for early and efficient resolution of cases involving unfair rental practices.

## FY23-27 STRATEGIC INITIATIVES

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### COMPLIANCE:

- ▲ PCHR will develop new educational materials for employers that focus on establishing anti-racist policies, addressing racial disparities in the workplace, promoting inclusiveness and diversity, and emphasizing the importance of promoting dialogue about race, color, unconscious bias, and cultural issues.
- ▲ PCHR will publish an annual report that identifies patterns of discrimination and analyzes implications of those patterns.
- ▲ PCHR will create a pro bono lawyer referral program in which unrepresented complainants who have Probable Cause matters before PCHR may be provided representation for conciliation conferences and public hearings before the Commission.

▲ PCHR will continue to partner with re-entry professionals to facilitate the hiring and housing of justice involved individuals in the city including exploring legislative advocacy.

### COMMUNITY RELATIONS:

▲ PCHR will build on the new neighborhood programs it created in FY22 and develop a neighborhood initiative to combat hate. Included in this initiative will be comprehensive anti-racism/bias trainings, conflict resolution techniques and capacity building in neighborhoods to bring diverse neighbors together to help change attitudes of prejudice, or ambivalence, and to create truly cooperative, collaborative, and responsive communities.

▲ PCHR will launch its neighborhood ambassador and youth leader programs with the goals of strengthening neighbor to neighbor relations; combating the increase of bias incidents and hate crimes; and educating Philadelphia residents on their civil and housing rights.

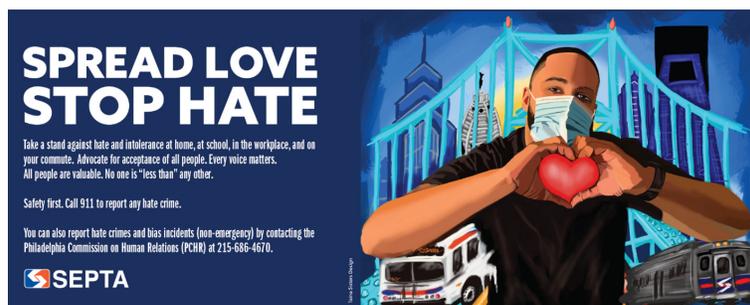
### FAIR HOUSING:

▲ The FHC will investigate all violations, ensure landlord compliance with all relevant City ordinances, adjudicate all disputes and issue final orders in its current case load and any additional cases. It will also conduct outreach and education to tenants and landlords on the Fair Housing Ordinance, with a focus on the Good Cause Eviction law.

▲ With the focus on the eviction crisis in Philadelphia and the addition of Renters Access, Good Cause eviction protections in the Fair Housing Ordinance, and volume of cases continually increasing, the FHC will increase outreach by creating additional educational materials for property owners and landlords. The FHC also will expand proactive enforcement of the Fair Housing Ordinance in coordination with other City departments.



JOINT PCHR, PPD, AND FBI BILLBOARD ON REPORTING HATE THAT WAS FEATURED ALONG US RT. 1, I-95, AND THE PA TURNPIKE DURING SPRING 2021.



SEPTA-PCHR JOINT PLACARD ON REPORTING HATE THAT WENT ON DISPLAY ALONG THE BROAD STREET LINE IN FALL 2021.



**PCHR'S DEPUTY DIRECTOR OF COMMUNITY RELATIONS RANDY DUQUE (3RD FROM LEFT) FIELDING QUESTIONS ALONGSIDE REPRESENTATIVES FROM PPD AND THE US DEPARTMENT OF JUSTICE AT A HYBRID VIRTUAL/IN-PERSON TOWN HALL HELD IN OCTOBER 2021 ON SAFETY IN THE AAPI COMMUNITIES.**



# HUMAN RESOURCES AND CIVIL SERVICE

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## PROGRAMS

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- PLANNING AND STRATEGY
- HIRING SERVICES
- BENEFITS ADMINISTRATION
- HUMAN RESOURCES MANAGEMENT ADMINISTRATION
- EMPLOYEE MEDICAL EVALUATION
- CIVIL SERVICE COMMISSION



**DEPARTMENT PAGE**  
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OFFICE-OF-HUMAN-RESOURCES/](https://phila.gov/departments/office-of-human-resources/)

## MISSION

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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 is continually reviewing its processes to improve the services it provides and works closely with partner agencies, such as the Chief Administrative Office, to develop innovative people strategies. A key component of OHR's mission is to effectively administer the City's Civil Service system, to create and maintain workforce management practices that are based on merit and equity. The Office regularly reviews all aspects of the system to assure that merit is the driving value in the selection of staff while breaking down traditional barriers to diversity and inclusion.

## BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	5,133,178	5,223,802	5,426,581	5,753,121	5,921,660	5,937,660	5,953,660	5,961,660
<b>Class 200 - Contracts/ Leases</b>	568,785	1,177,570	1,127,570	966,067	1,276,067	946,067	1,276,067	946,067
<b>Class 300/400 - Materials, Supplies, Equipment</b>	15,904	69,432	69,432	69,432	69,432	69,432	69,432	69,432
<b>Total</b>	5,717,867	6,470,804	6,623,583	6,788,620	7,267,159	6,953,159	7,299,159	6,977,159

## PROGRAM 1: PLANNING AND STRATEGY

### PROGRAM DESCRIPTION

The Office of Human Resources provides strategic guidance to departments and agencies across the City to effectively manage a workforce of over 27,000 employees. Planning and Strategy is responsible for developing and executing initiatives in support of the administration’s strategic goals and operational needs. A key focus is to provide consistent Human Resources (HR) policy direction and to facilitate open discussion and the sharing of ideas among the City’s key HR leadership.

### RECENT ACCOMPLISHMENTS



**HUMAN RESOURCES:** Met with several cohorts of departmental human resources (HR) staff and identified areas of commonality that will determine future policy and procedure documentation as well as leadership training.



**RACIAL EQUITY:** Partnered with the Office of Diversity, Equity, and Inclusion (DEI) to support racial equity initiatives and continue to create the Workforce Profile Report, developing policy for Declared Name protocols, and identifying improvements needed to the exempt hiring process.



**HR CONSULTATION:** Providing HR consultation citywide to departmental leadership in many areas to include interviewing, HR processes, and leadership development.



**RULE OF TWO:** Partnered with City Councilmember Parker’s Office on the successful initiative to change city hiring practices by modifying the Charter provision commonly known as the Rule of Two, where only two candidates are certified to any vacant position; giving hiring managers limited choice and impacting the diversity of the candidate pool. The Charter change takes effect in May of 2022.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Hiring Time	N/A	90 days	90 days	

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<sup>1</sup>Prior year data not available as this is a new measure in FY22.

## FY23 STRATEGIC GOALS

- ▲ Rethink and evaluate the meaning of the “time to hire” at the department level in consideration of the recent Charter change allowing for hiring managers to interview more than two candidates.
- ▲ Continue partnerships with departments to support their HR offices, addressing concerns noted in focus groups.

## FY23-27 STRATEGIC INITIATIVES

HR will establish an HR Council to act as a liaison for the HR Community, to develop, document and promote policy changes, to present to the OHR Director. The Council will share common knowledge, concerns, ideas, recommendations, and best practices. OHR also plans to build opportunities for cross training between departments citywide as well as peer learning within the HR Community.

## PROGRAM 2: HIRING SERVICES

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### PROGRAM DESCRIPTION

Directs citywide integrated workforce planning and key talent management activities including succession and workforce planning, job classification, pay evaluation, exam development, exam administration, test scoring, test review, and preparation of new and revised Civil Service Regulations as needed to support changes in City operations and labor agreements.

### RECENT ACCOMPLISHMENTS

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**CIVIL SERVICE ELIGIBLE LISTS:** In FY21 established 280 Civil Service Eligible lists in under 40 days (on average) from the time of announcement to the publication of the list. Nearly one third of those lists were established in under 20 days. In FY22 Q1-Q2, OHR established 213 lists in 34 days on average. Over 60 percent of eligible lists are promotional exams. For the same two quarters in FY21, OHR established 202 eligible lists in 43 days on average.



**DRIVING DIVERSITY:** Continued to work with partners to drive diversity with a special focus on positions requiring specialized training or education. Positions with high percentages of employees of color include Engineering Aid Trainee (87 percent employees of color), Construction Technology Technician (38 percent employees of color), Accountant Trainee (40 percent employees of color), Medical Assistant (95 percent employees of color), Trades Helper (50 percent employees of color), and Social Worker Trainee - Manager 1 and Manager 2 (80 percent employees of color). For FY22Q1-Q2, focus on Librarian series where 19 percent of employees identify as diverse. Partnered with Free Library to recruit at African American Librarian Conference resulting in 25 percent of applicants and eligible candidates who identify as diverse. During the same period, OHR established partnerships with Orleans Technical Institute and Community College of Philadelphia to foster diversity for L&I Building Inspector. Current employees are 36 percent African American with no other employees of color. Following recruitment, 2021 eligible list is 45 percent employees of color.



**COMPUTER-BASED TESTING:** Implemented computer-based testing, which resulted in increased show rates. Previously, 65 percent of candidates of color appeared for paper based written exams, improving to approximately 80 percent for computer-based exams. For oral exams, show rates increased from 75 percent when in person on site to over 80 percent when virtual. OHR continues to focus on attendance and performance by employees of color, particularly African American candidates and participation by diverse candidates in the Civil Service Testing process. And, in acknowledging the digital divide, held multiple briefings to provide instruction to candidates to navigate and complete testing online.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percentage of civil service eligible lists produced on or by target date	91.3%	97.0%	97.0%	
Average number of days for producing civil service eligible list	39	39	39	

## FY23 STRATEGIC GOALS

- ▲ Review and evaluate job descriptions to identify areas of improvement to ensure diversity with a special focus on degree requirements. Recent examples of this strategy include Streets Construction Projects Technicians promoting into Construction Engineering positions and expanding the candidate pool for Licenses and Inspections (L&I) Code Administrator positions. In FY22, OHR revised the Programmer Analyst (IT series) to allow for industry recognized certifications and additional experience as additional options to qualify. Clinical counseling titles were also revised to allow for additional experience instead of an advanced degree to qualify. Broader areas of study for college credits beyond criminal justice as allowable by state law for Juvenile detention counselors were added to attract more candidates to the hard to fill role.
- ▲ Develop policy and procedures to implement new charter language around certifications (previously the Rule of Two). This will enable OHR to be more flexible with the assessment tools used to develop eligible lists, reach more qualified candidates on eligible lists, and provide greater opportunities for diverse populations.
- ▲ Continue to build OHR's relationship with the Community College of Philadelphia (CCP) and the School District of Philadelphia to provide employment opportunity information for graduating seniors; specifically, students in Career and Technical Education (CTE) programs. This will include meeting biannually with Directors for these career programs, posting jobs, and holding information sessions for students.
- ▲ Expand recruitment strategies to drive diversity and ensure that the City workforce – across all levels and functions reflects the diversity of the communities it serves.

## FY23-27 STRATEGIC INITIATIVES

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OHR will continue to focus on both the efficiency and effectiveness of recruitment and selection processes to drive the timely hire of a diverse and qualified workforce. Additionally, OHR will develop engagement strategies to improve the candidate experience and continue to work with departments as a partner in recruitment and retention.

### PROGRAM 3: BENEFITS ADMINISTRATION

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#### PROGRAM DESCRIPTION

The unit's focus is to provide a quality health benefits package that serves the needs of both the organization and its employees. This includes the design and administration of the City Administered Benefits Plan for active employees and retirees, with a strong focus on wellness initiatives primarily intended to promote healthy lifestyles while effectively managing costs. The unit provides effective management through a series of activities including health provider contract solicitation and evaluation, oversight of the Union-Administered Plans, administration of citywide life insurance, dependent care, and transportation benefits, payment validation for self-insured Union plans, provision of retiree data for actuarial analysis for inclusion in the City's Annual Financial Report, maintenance of data on incurred-but-not-paid claims, annual provision of the 1095 form for employee tax compliance, administration of the City's service-connected disability program under Regulation 32, and provision of ongoing training for department-based HR staff in benefits-related processes and procedures.

#### RECENT ACCOMPLISHMENTS

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**BI-ANNUAL AND QUARTERLY DEI MEETINGS:** Established DEI meetings with each insurance provider to establish strategies to influence better health outcomes for employees with gaps in care. Meetings include a dialogue regarding the DEI strategy affecting the City of Philadelphia employees. Five of the seven providers have established diverse account management teams, five have women and minorities on their account teams, while two have women only.



**CHRONIC DISEASES:** Design benefit programs that support chronic disease states, which typically affect minority populations i.e., diabetes. The City of Philadelphia implemented a diabetes management program.



**CO-PAYS:** To reduce the disparity related to out-of-pocket expenses connected to specialty drugs introduced a zero-dollar co-pay structure effective 2022.



**TELEMEDICINE:** To manage the cost of doctors' visits and arranging care when needed, OHR implemented telemedicine available 24/7. OHR also introduced tele-behavioral health, which provided confidential mental health support to employees in the comfort of their own homes.



**CONTRACT:** Negotiated contract amendment with CVSHealth to establish COVID Vaccine clinics; clinic pricing was negotiated below normal contract rates. Established and staffed 25 COVID vaccine clinics with support from Prisons and OHR.



**MENTAL HEALTH:** Provided mental health support to City employees via newsletter, employee listening sessions and Healthcheck 365.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent change in the total dollar amount of health benefit expenditures (actual) compared to budget (adopted) - data shown for calendar years	-7.0%	+or-3%	+or-3%	
Percent of employees and spouses/life partners who participated in wellness initiatives	52.0%	65.0%	65.0%	
Percent of employees and spouses/life partners who completed wellness initiatives	50.8%	55.0%	50.0%	

## FY23 STRATEGIC GOALS

- ▲ Implement a data warehouse to access and analyze claims information. This is to set strategic goals to identify programs focused on closing gaps in care as it relates to the racial equity lens and chronic disease.
- ▲ Implement Benefits platform for all City Administered Benefits Plan (CAP) employees to provide health and well-being information to employees and their covered dependents. The platform will include tutorials, videos, group chats, and a host of other information

to promote health equity, using health literacy tools for selfcare, personal, and financial health and wellbeing

▲ Participation in the Centers for Disease Control (CDC) Foundation study which is focused upon assessing the ability of the City of Philadelphia to build a sustainable culture of health and wellbeing.

## FY23-27 STRATEGIC INITIATIVES

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The Benefits Administration program aims to build sustainable benefits programs for City of Philadelphia employees with a focus on improving the lives of covered members.

## PROGRAM 4: HUMAN RESOURCES MANAGEMENT ADMINISTRATION

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### PROGRAM DESCRIPTION

Human Resources Management Administration is the core administrative activity for the department and assures employee work events such as appointments, promotions, and retirements are processed in a timely manner and without error. Responsibilities include management of candidate certification and civil service eligible lists, timely processing of employee transactions, auditing, and approval. Human Resource Management Administration partners with operating departments on records maintenance, report development, and workforce analysis services, while providing ongoing training for HR staff in processes and procedures and application of Civil Service Regulations. The unit also works closely with OHR IT to provide technical support across the City to ensure that current systems for applicant tracking are working as effectively as possible.

### RECENT ACCOMPLISHMENTS

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**PANDEMIC OPERATIONS:** Worked directly with several departments to support their HR operations during the pandemic to ensure that HR transactions, including appointments, were submitted and processed in a timely manner.



**STAFF TRANSITIONS:** Assisted departments during the transition of their HR staff to better prepare new technical and managerial support by providing training and coaching.



**KEY PERFORMANCE INDICATORS (KPIs):** Developed key performance indicators (KPIs) to assist appointing authorities with departmental hiring performance within the applicant tracking system. This reporting provides insights on how departments are performing within the HR hiring process, empowering decision-makers to find the right path to increase operating efficiency and make pertinent decisions to reduce their hiring process time. The objective is to improve strategic decision making and efficiency through actionable insights derived from departmental performance reports. Four reports were developed for time to hire metrics.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent of time SLA is met for human resources initial transactions	100.0%	100.0%	100.0%	

### FY23 STRATEGIC GOALS

- ▲ Continue to provide consultation and coaching to departments to build skills and technical expertise.

### FY23-27 STRATEGIC INITIATIVES

OHR will continue to support departments with the timely processing of employee transactions and the management of eligible lists to fill vacancies needed to provide essential services. OHR will advise and train departmental HR staff in troubleshooting, problem solving, and the analysis of workforce data for reporting. An important initiative will be to focus on specific departments who have challenges in the timely processing of employee transactions with the goal to partner with these departments to develop a training plan about processes and procedures related to transactions and the application of civil service regulations. OHR will continue to track and monitor HR performance changes through the four performance reports used by appointing authorities and to assist them and their departments in improving department's ability to complete the hiring process.

## PROGRAM 5: EMPLOYEE MEDICAL EVALUATION

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### PROGRAM DESCRIPTION

The Medical Evaluation Unit (MEU) assures that job candidates can perform the essential functions of a specific position. The unit conducts pre-employment medical screenings, in conformance with the American with Disabilities Act, for positions that have been identified as safety sensitive or requiring significant physical labor. In addition, the unit provides evaluations for employees returning to work from extended absences or after certain illnesses. It also serves as the medical review officer for the City's drug and alcohol policy and non-service connected disability assessments.

### RECENT ACCOMPLISHMENTS

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**SERVICE AND SUPPORT:** In the first quarter of FY22, the MEU serviced over 1,800 new hires and current employees to support the departments with their time to hire metrics and return to work timeline while maintaining decreases in wait time for patients.



**TURN-AROUND TIME:** Decreased the turn-around time to forward appropriate documentation to departments relating to employee evaluations to just under 3.5 days, when it previously took weeks.



**STREAMLINED WORKFLOW:** Implemented a new scheduling tool which removed points of friction from the workflow and streamlined the MEU examination process.



**TRACKING SYSTEM:** Implemented a new performance tracking system that focused on MEU patient services and time to service patients.



**SURVEY:** Launched patient satisfaction survey to assist in improving MEU customer service.

## PERFORMANCE MEASURES

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### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent of evaluations completed under SLA	80.0%	80.0%	85.0%	

### FY23 STRATEGIC GOALS

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- ▲ Review and address the results and trends of the patient satisfaction survey and identify any gaps that impact the patient experience at the MEU.
- ▲ Address standard operating procedures to include minimum acceptable time frames for the MEU to forward medical approvals and denials to departments.

### FY23-27 STRATEGIC INITIATIVES

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The MEU's primary focus continues to ensure that applicants and employees can perform duties to their positions safely without harm to themselves or others. The unit will continue to review its procedures and processes to ensure that it meets this mission in a manner that is both efficient and with the least impact to the hiring process while providing a quality experience for employees, while being responsive to all departments.

## PROGRAM 6: CIVIL SERVICE COMMISSION

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### PROGRAM DESCRIPTION

The role of the Civil Service Commission is to advise the Mayor and the Director of Human Resources on issues concerning human resource administration in City service and to uphold the interest of the City's merit-based civil service system.

The principal responsibilities of the Commission are to serve as an appellate tribunal for employee appeals and to rule on proposed changes to the Civil Service Regulations and the classi-

fication and pay, on requests for exemptions from civil service, and on waivers of the City's residency requirement.

The bulk of the Commission's time is devoted to its appellate function. As a quasi-judicial body, the Commission conducts fact-finding public hearings on employee appeals and issues formal written decisions containing factual and legal conclusions.

## RECENT ACCOMPLISHMENTS

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**ONLINE MEETINGS:** Continued to manage all hearings and public meetings online to ensure the Commission continued to meet its mandate.

## FY23 STRATEGIC GOALS

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- ▲ Work closely with the Office of Human Resources to ensure that equitable HR policies are consistently applied.
- ▲ Promulgate regulations to promote efficient and fair decision making within OHR and to promote a merit-based system of hiring and promotion.

## FY23-27 STRATEGIC INITIATIVES

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The Commission will work with and support the Office of Human Resources in efforts to continue to improve the effectiveness of the civil service hiring process while maintaining the need for a competitive process as proscribed by the Home Rule Charter. The Commission will continue to ensure that civil service job opportunities are offered to a diverse candidate population that reflects the fabric of the city with an emphasis, where possible, on city residents.



# HUMAN SERVICES

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## PROGRAMS

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ADMINISTRATION AND MANAGEMENT  
FINANCE

PERFORMANCE MANAGEMENT AND  
TECHNOLOGY (PMT)

CHILD WELFARE OPERATIONS

JUVENILE JUSTICE SERVICES (JJS)

COMMUNITY-BASED PREVENTION  
SERVICES (CBPS)

**ADDITIONAL PROGRAMMING WITHIN THE OFFICE  
OF CHILDREN & FAMILIES**

- **PHLPREK**
- **COMMUNITY SCHOOLS**
- **ADULT LITERACY**
- **OUT OF SCHOOL TIME**
- **TRUANCY**



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## MISSION

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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 wellbeing for children and youth at risk of abuse, neglect, and delinquency.

## BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	28,025,714	32,182,866	34,254,330	34,348,905	35,136,787	35,136,787	35,136,787	35,136,787
<b>Class 200 - Contracts/ Leases</b>	123,364,759	142,585,334	143,474,084	151,445,655	150,731,645	151,481,645	152,231,645	152,231,645
<b>Class 300/400 - Materials, Supplies, Equipment</b>	1,253,847	2,111,970	2,111,970	2,111,970	2,111,970	2,111,970	2,111,970	2,111,970
<b>Class 500 - Indemnities/ Contributions</b>	1,567,138	1,393,638	1,393,638	0	0	0	0	0
<b>Total</b>	154,211,458	178,273,808	181,234,022	187,906,530	187,980,402	188,730,402	189,480,402	189,480,402

## PROGRAM 1: ADMINISTRATION AND MANAGEMENT

### PROGRAM DESCRIPTION

The Administration and Management (A&M) program supports the overall business needs of all the operating divisions of DHS. This includes human resources, employee relations, payroll, health and safety, transportation, records management, and facilities management.

### RECENT ACCOMPLISHMENTS



**COVID-19 PANDEMIC SUPPORT:** Supported departmental workforce during the COVID-19 pandemic, which included modifications to the workspace, procurement of Personal Protective Equipment (PPE) and cleaning supplies as well as working from home. The HR and Safety team took on additional responsibility to manage staffs' exposure both on and off the job, as well as administer and monitor absences and usage of Emergency Paid Sick Leave (EPSL). The team's response time and monitoring of these events ensured timely communication to operating units.



**CONTINUITY OF OPERATIONS:** Provided continuity of operations protocols for each division with the Department. The A&M team led efforts to return staff to work in response to COVID-19 restrictions being lifted.



**HUMAN RESOURCES:** Despite the challenges caused by the pandemic, the HR team continued with hiring and adjusted to virtual processes. The staff retention rate increased from 88.9 percent in FY20 to 90.1 percent in FY21.



**UPGRADES:** Led the upgrade of the Change of Personnel Form and Community Umbrella Agencies Records Management tracking to cloud-based data management system.



**NEW HIRES:** Conducted new hire check-ins and stay interviews to inform onboarding and retention efforts. This is to improve the overall safety culture and retention.

Stay interviews are a technique used to have current staff weigh in on the resources needed to create and maintain a high performing work environment in which staff feel safe and supported.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percentage of DHS/Community Umbrella Agency (CUA) employees who complete Charting the Course and stay employed in the DHS or CUA system for one year	77.4%	≥ 70%	≥ 70%	

## FY23 STRATEGIC GOALS

- ▲ Continue to support employees working remotely.
- ▲ Support the Department in continuity of operations during all hazards.
- ▲ Improve retention by five percent.
- ▲ Implement recommendations from new hire and stay interviews.
- ▲ Implement processes and systems to provide quality and timely services.

## FY23-27 STRATEGIC INITIATIVES:

The Department of Human Services understands the importance of supporting and protecting its workforce. During FY22-26, the A&M Division will continue to focus on supporting all employees while they are working from home. This includes expanding policies around working from home and resources for work-life balance.

The Division will work to finalize and implement a Continuity of Operations Plan (CO-OP) that responds to all hazards and improved retention continues to be a focal point. A&M plans to implement recommendations made in response to new hire check-ins and stay interviews.

To improve timeliness and quality of services, A&M will implement a collaborative information management system to track all HR workflow processes and report out on HR trends. The goal is to have the system record every employee interaction in one place which will eliminate the need to enter the same data in multiple systems. This will better support decision-making related to staffing matters by providing complete and comprehensive sets of reporting and workflow tracking tools that allow for increased visibility and accountability through alerts, triggers, canned and ad-hoc reports that can be used for trends analysis. Additionally, A&M will be upgrading from a not user-friendly time collection system to a new cloud-based system for the PJJSC as the current version is no longer supported by the vendor. The goal is to have the system interact with the City's payroll system and thereby reduce keying errors resulting in accurate recording of work time and accurate paychecks.

## PROGRAM 2: FINANCE

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### PROGRAM DESCRIPTION

The Finance Division oversees DHS's financial operations, including budget, contracts, and audits. The Division works to support the DHS mission by ensuring that all Department divisions, community umbrella agencies (CUA), and contracted providers have the necessary budget and fiscal support to successfully carry out their missions.

### RECENT ACCOMPLISHMENTS

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**ACCOUNTABILITY:** DHS Finance continues to maintain strong accountability with respect to timely invoicing to ensure appropriate revenue maximization for the City.

Finance continues to meet all federal and state invoicing deadlines and meets monthly with the Office of the Finance Director as well as the state budget office to update both parties on invoicing and cash flows.



**NEW INVOICING SYSTEM:** DHS Finance successfully implemented a new provider placement invoicing system with the division of Performance Management and Technology to ensure accurate billing and timely payments for children in care.



**FAMILY FIRST PREVENTION SERVICES ACT (FFPSA):** DHS Finance continues to work with the Commonwealth to prepare for Family First Prevention Services Act (FFPSA), which will allow the City use of federal funding for prevention programming in the future.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percentage of current year placement provider contracts conformed by the end of Q1	14.6%	≥ 75%	≥ 75%	

## FY23 STRATEGIC GOALS

- ▲ Continue to maximize federal and state revenue across programs within the Department.
- ▲ In coordination with other divisions, continue to prepare for the FFPSA.
- ▲ Establish a handbook for new providers to break barriers to entry and guide providers through the contracting and invoicing process.



### FY23-27 STRATEGIC INITIATIVES

During FY23-27, DHS Finance will focus on assisting the City with maximizing federal revenue under FFPSA. Federal financial support to pursue this initiative and hire an internal lead to coordinate all aspects has been secured. The department continues to encourage existing providers to become licensed specialized care providers, to ensure continued federal funding. Additionally, the Finance team has implemented a new provider record reconciliation process to reconcile youth placements in a timely manner to maximize revenues.

DHS Finance also recognizes the importance of being able to aid new providers in the contracting and invoicing process. As the Department continues to expand prevention services, it is important to break down barriers, enabling newer providers to have a chance to support the overall mission.

## PROGRAM 3: PERFORMANCE MANAGEMENT AND TECHNOLOGY

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### PROGRAM DESCRIPTION

The Performance Management and Technology (PMT) program is responsible for monitoring and evaluating private providers that contract with DHS for services. Additionally, PMT performs quality assurance work for internal operations at DHS, oversees the information technology system, and gathers and produces data to monitor system performance. PMT also provides real-time data analysis to the operating divisions supporting ongoing operations and systems enhancements.

### RECENT ACCOMPLISHMENTS

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**CONGREGATE CARE:** PMT completed a third full year of evaluations of congregate care providers using a revised tool that measures both compliance and quality. The annual report of congregate care providers was also completed and was released publicly on January 14th. Congregate Care evaluations are used to identify program strengths and areas for improvement. Depending on evaluation scores, service providers have to implement plans of improvement, which are monitored by DHS.



**RESOURCE HOME PROVIDERS:** PMT completed the second full year of evaluations of resource parent home providers using an improved tool that measures both compliance and quality. These providers are contracted agencies that recruit, screen, train, and certify resource parents. The annual report of resource home providers was also completed and will be released publicly in early 2022.



**CHILD WELFARE:** PMT completed the first annual report of Child Welfare diversion providers that provides a cumulative picture of overall diversion program service performance. The report will be released publicly in 2022.



**COMMUNITY UMBRELLA AGENCIES:** The Division produced the fifth annual Community Umbrella Agency (CUA) Scorecard which detailed extensive progress made by the CUAs. The Scorecard can be found [here](#).



**RESEARCH STUDY:** In collaboration with external partners, DHS completed the first two phases of a research study to identify and address disproportionate representation of African American children and families in out of home placement. As a result of the study, DHS partnered with the Philadelphia Department of Public Health to apply for a multi-year federal grant focused on primary prevention strategies that divert vulnerable families from the formal child welfare system. The federal grant was awarded to Philadelphia and five other juris-

dictions from around the country this past October.



**DATA WAREHOUSING AND REPORTING:** Completed DHS’ New Data Warehouse System, decommissioned old warehouse, and tested upgraded reporting system.



**PMT DATA CENTER AND INFRASTRUCTURE STRATEGY:** Completed migration to new Data Center and completed Phase I of Cloud fail over strategy for disaster recovery.



**CASE MANAGEMENT SYSTEM STRATEGY:** Upgraded the Philadelphia Family Data System (PFDS) to new platform technology, integrated ancillary systems into one, and completed phase III of Legacy Migration.



**CUSTOMER SERVICE STRATEGY:** Upgraded and improved all user equipment and software to continue to be fully compliant, cyber secure, and remote-work friendly and implemented a Helpdesk call center.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percentage of CUA case file reviews completed per quarter	15.0%	15.0%	15.0%	

### FY23 STRATEGIC GOALS

- ▲ Continue to work with providers to ensure implementation and monitoring of scope of services for congregate care facilities under contract with DHS.
- ▲ Continue to work with system providers to monitor, track, and report out on provider performance issues as it relates to congregate care and the recommendations of the [Youth Residential Placement Taskforce](#).
- ▲ Develop and implement new tools to evaluate Child Welfare Diversion and Juvenile Justice Diversion programs.
- ▲ Complete third phase of the research study to identify and address ethno-racial disproportionality in the child welfare system.

- ▲ Data Warehousing and Reporting: Complete full migration of Data Warehouse, including completing new data analytics and reporting environment.
- ▲ Data Center and Infrastructure Strategy: Fully implement Disaster Recovery Plan, including redundant environment in the cloud.
- ▲ Case Management System Strategy: Finalize all upgrades of Case Management System and complete Legacy Mainframe Migration.
- ▲ Customer Service Strategy: Continue to improve Help Desk Customer Service capability by implementing a new asset management and ticketing systems, a cloud-based phone system for Child Welfare Hotline and developing updated IT knowledge base and trainings for users.



## FY23-27 STRATEGIC INITIATIVES

PMT will continue to focus on improving the monitoring and evaluation of contracted providers with a focus on both compliance and quality. PMT will also continue to support the work of DHS to address the recommendations in the Youth Residential Placement Task Force. Additionally, PMT will work to create infrastructure, data, and evaluation capabilities to support the City as it moves into compliance with the requirements of the Family First Prevention

Services Act. This work will enforce the practice of reducing congregate care by using evidence-based prevention services to keep children and families together in the community. In addition, PMT will continue to work to maintain and enhance the systems with a unique focus on compliance, security, and excellent customer service.

## PROGRAM 4: CHILD WELFARE OPERATIONS (CWO)

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### PROGRAM DESCRIPTION

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 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 Philadelphia. In-home safety services are case management social services designed to stabilize a family and eliminate the existence of safety threats. Placement services are out-of-home living environments for children removed from their parents or guardians and include kinship care, non-relative foster care, and congregate care.

### RECENT ACCOMPLISHMENTS

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**OUT OF HOME PLACEMENT:** Continued to reduce the number of children in out of home placement 5,425 at the end of FY19Q4 to 4,910 at the end of FY20Q4, and 4,330 children on the last day of FY21Q4.



**DIVERSION:** Continued to successfully divert families from the hotline and investigation sections to prevention services.



**PLACEMENT:** Prioritized the placement of children and youth with kin which represents 51.3 percent of the Department's placement population.



**IN-HOME SERVICES:** Provided in home services to 2,256 children and youth in their own homes to stabilize the family and prevent placement.



**RESIDENTIAL PLACEMENT:** Continued to decrease the number of youth in residential placement which represent 7.3 percent of the placement population, which is lower than the national average. The percentage of youth in residential placements has decreased 2 percentage points in the past two fiscal years and by 8.6 percentage points since 2015.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Dependent placement population (as of the last day of the quarter) <sup>1</sup>	4,349	≤4,200	≤4,050	
Percent of Child Protective Services (CPS) investigations that were determined within 60 days <sup>2</sup>	99.3%	≥ 98.0%	≥ 98.0%	
Percent of General Protective Services (GPS) investigations that were determined within 60 days <sup>3</sup>	97.6%	≥ 90%	≥ 90%	
Percent of children who enter an out-of-home placement from in-home services <sup>4</sup>	8.0%	≤ 8.9%	≤ 9.0%	
Percent of children in out-of-home placement who achieved permanency out of all children in placement in a given year <sup>5</sup>	21.5%	≥ 24%	≥ 24%	
Percent of dependent placement population in Congregate Care (as of the last day of the quarter) <sup>6</sup>	8.0%	≤ 7.1%	≤ 7.1%	
Percent of dependent placement population in Kinship Care (as of the last day of the quarter) <sup>7</sup>	50.8%	≥ 50%	≥ 50%	
Percent of dependent placement population in care more than two years (as of the last day of the quarter) <sup>8</sup>	50.9%	≤ 36.0%	≤ 36.0%	

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<sup>1</sup>With the return to in-person school, the number of hotline reports, investigations, and placements have returned to rates closer to pre-pandemic years. Through continued efforts like secondary screening of low response priority reports and increasing use of diversionary programs, the overall placement number is continuing to decline-- but at a slower pace than during the time period where pandemic responses meant there was low-contact between children and mandated reporters of potential child abuse.

<sup>2</sup>Data provided is on a one-quarter lag as DHS needs to account for the 60-day window. CPS investigations are conducted according to state law to investigate whether abuse or neglect occurred. By law, CPS investigations not determined in 60 days can be unfounded automatically. Increases in the number of staff and consistent use of data to track investigation timeliness helped DHS increase the timeliness rate.

<sup>3</sup>Data provided is on a one-quarter lag as DHS needs to account for the 60-day window. GPS investigations are assessments conducted to determine if a family needs child welfare services to prevent abuse or neglect, stabilize family, and 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, including: adding staff to Intake and Investigations, doing training upgrades, and creating specialty screening units to enable safe diversion of reports to community-based services when there are no safety threats.

<sup>4</sup>This outcome is a cumulative measure, meaning that the first quarter percentage appears lower than the ensuing quarters' rates. It takes into account all activity for the entire fiscal year up to the last day of the reported quarter. In-home services are case management services provided to a family to stabilize family functioning and prevent placement. Out-of-home placement includes foster care, kinship care, and congregate care.

<sup>5</sup>This outcome is cumulative, meaning that the first quarter percentage appears lower than the ensuing quarters' percentages. It takes into account all activity for the entire fiscal year up to the last day of the reported quarter. DHS calculates the rate by dividing the number of children in placement during the year to date who achieved permanency by the total number of chil-

dren in foster care placement during the year. In the calculation, DHS excludes children in care for fewer than eight days. Due to COVID-19 pandemic related-concerns, courtrooms are operating with reduced capacity and there is no timeline for returning to full capacity. The Department expects continued impacts on this indicator until there is an extended period of full court capacity. <sup>6</sup>Congregate care is a term used to describe highly structured placement settings such as group homes, childcare institutions, and residential treatment facilities collectively. The overall dependent care population has been steadily reduced over the last several years. As the Department continues to successfully divert less severe cases away from placement, the Department anticipates that a greater portion of children that do receive out-of-home placement may present significant physical and mental health concerns requiring higher levels of care. Since this figure represents the percentage of the dependent population in Congregate Care, and not the Congregate Care population alone, anticipates that reaching these targets may be hard-won. Reducing overuse of out-of-home placement and Congregate Care continues to be a high priority for DHS.

<sup>7</sup> Kinship care is a type of foster care in which children are placed with a relative (kin). DHS has made significant progress in increasing the number of foster care children placed with kin.

<sup>8</sup> While Dependency Court has reopened for in-person business, cases continue to be delayed due to parties, witnesses, attorneys and others due to COVID related illness and mandatory quarantines. Moreover, the delays to permanency incurred during the long period of time (March 2020-September 2021) in which court capacity was greatly compromised due to COVID require additional time to resolve. DHS continues to work with its system partners to find ways to close cases faster, including strategies like carefully managing legal staff caseloads, Family Engagement Initiatives, Crisis Rapid Response Meetings, and the Systemwide Reduction of Congregate Care Strategy Workgroup, where DHS and Law Department staff meet for targeted case reviews of youth in congregate care settings.

## FY23 STRATEGIC GOALS

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- ▲ Continue to divert youth and families from entering dependent care.
- ▲ Reduce the number of children in out of home and congregate care.
- ▲ Increase the number of families able to safely reunify with their children.
- ▲ Focus on eliminating the disproportionate formal child welfare involvement of Black youth and families.
- ▲ Prepare for the implementation of the Family First Prevention Services Act.



## FY23-27 STRATEGIC INITIATIVES

During FY 23-27, the division of Child Welfare Operations (CWO) will continue to work with Community Based Prevention Services to safely divert children and families from entering the child welfare system. CWO, through the Family Engagement Initiative (FEI), will also work to reduce the number of children in out-of-home care and to reduce the use of congregate care. Consistent with the goals of Improving Outcomes for Children, DHS will work with CUA partners to increase the number of families able to safely reunify with their children. Lastly, using research and evi-

dence, DHS, along with partner City agencies, will design interventions focused on eliminating the disproportionate formal child welfare involvement of Black Children, Youth, Families, and Communities due to allegations of neglect, as well as other socioeconomic factors. Families able to safely reunify with their children. Lastly, using research and evidence, DHS along with partner City agencies will design interventions focused on eliminating the disproportionate formal child welfare involvement of Black children, youth, families, and communities due to allegations of neglect as well as other socioeconomic factors.

## PROGRAM 5: JUVENILE JUSTICE SERVICES (JJS)

### PROGRAM DESCRIPTION

DHS operates the Philadelphia Juvenile Justice Services Center (JJSC), the City's secure detention facility for juveniles. JJS supports and funds a full array of diversion programs to prevent youth from entering or penetrating further into the juvenile justice system. Additionally, through JJS, the City funds out-of-home placement services for youth who have been adjudicated delinquent.

### RECENT ACCOMPLISHMENTS



**EVENING REPORTING CENTERS:** Created two new evening reporting centers designed to prevent youth on interim probation from being adjudicated delinquent and to assist youth returning from placement.



**DELINQUENT PLACEMENTS:** Decreased the total number of youth in delinquent placement. Delinquent placements declined from 285 on June 30, 2020, to 159 on June 30, 2021.



**COMMUNITY EVENING RESOURCE CENTERS:** In conjunction with City Council, created and opened two Community Evening Resource Centers for youth to prevent curfew violations and expand the service continuum of positive youth programming.



**DETENTION CENTER:** Opened a community-based detention center as a placement alternative for delinquent youth.



**STAFFING:** Initiated an aggressive recruitment and onboarding campaign for Juvenile Detention counselors in preparation for the implementation of the Juvenile Justice Reform Act; JJSC brought on approximately 40 additional staff in the second quarter of 2022 and continued hiring efforts to strengthen staffing infrastructure.



**NEW HIRE:** Hired a Juvenile Detention Alternative Initiative Director for data analysis and strategic planning to address disproportionality and resource development for delinquent youth.



**MEMORANDUM OF UNDERSTANDING (MOU):** Established a Memorandum of Understanding with juvenile probation and juvenile courts to collect and share data for resource development, reduction of recidivism, and culturally relevant programming.



**TRAUMA PILOT:** Initiated a pilot of trauma informed therapeutic group work for youth held at JJSC.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Average daily number of youth in detention at the Philadelphia Juvenile Justice Services Center (PJJSC) <sup>1</sup>	129.8	≤ 136.0	≤ 136.0	

<sup>1</sup>Effective in December 2021, a change in Pennsylvania state law now mandates that all youth, including those pending trial in adult court, be held in youth detention facilities unless specifically mandated by a judge. While the current youth population is very close to meeting the target, DHS expects that this change will increase the average population over the coming year. DHS is responsible for running this secure detention facility and maintaining state-mandated staffing levels. DHS is partnering with the Courts and Juvenile Probation to address the high volume of youth at the detention center, including taking an in depth look at who is being held and for what reasons.

## FY23 STRATEGIC GOALS

- ▲ Continue to work with juvenile justice stakeholders to safely increase the utilization of diversionary services to reduce the number of youth in out-of-home placement.
- ▲ Improve safety culture and retention among staff.
- ▲ Work with stakeholders to reduce the number of youth in detention and the length of stay for youth at the PJJSC.
- ▲ Enhance JJS staffing infrastructure
- ▲ Advance the implementation of the Juvenile Detention Alternative Initiative.
- ▲ Increase trauma-informed focus for programming for youth served by JJS.
- ▲ Expand violence prevention programs and supports focused on delinquent youth within the Juvenile Justice system including restorative justice programming.



### FY23-27 STRATEGIC INITIATIVES

The Juvenile Justice Division of DHS will continue to focus on reducing the number of youth in detention with an enhanced focus on increasing the use of diversionary services and decreasing the reliance on out-of-home placement. The leadership of the division will continue to collaborate with

the Court, Probation, and other stakeholders to build a data sharing system that will allow for continued enhancement of services and allow the division to ensure that appropriate services are available to support youth and their families.



# INNOVATION AND TECHNOLOGY

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## PROGRAMS

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**DEPARTMENTAL SERVICES AND SOLUTIONS**  
**ENTERPRISE SERVICES AND DIGITAL SOLUTIONS**  
**EMERGENCY-911 ADMINISTRATION**  
**UNIFIED COMMUNICATIONS**



### DEPARTMENT PAGE

[HTTPS://WWW.PHILA.GOV/  
DEPARTMENTS/OFFICE-OF-  
INNOVATION-AND-TECHNOLOGY/](https://www.phila.gov/departments/office-of-innovation-and-technology/)

## MISSION

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The Office of Innovation and Technology (OIT) provides technology that allows City of Philadelphia employees do their work more efficiently and deliver effective, and easy to use digital services to the public. OIT delivers services to automate and simplify business processes, provides governance on information technology (IT) architecture and offers multi-media, user experience, content design, location-based (GIS), data/analytics, innovation consulting, and software development services. OIT is responsible for the citywide information and cyber security and leads Philadelphia's smart city and digital equity efforts. Finally, the office oversees major technology project implementations and supports the bulk of the City's technology assets.

## BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	22,946,742	26,789,649	25,369,267	30,744,051	30,230,742	30,269,723	30,269,723	30,269,723
<b>Class 200 - Contracts/ Leases</b>	49,649,581	48,768,639	51,530,489	53,368,720	55,047,440	55,474,260	56,022,079	56,706,852
<b>Class 300/400 - Materials, Supplies, Equipment</b>	2,680,240	3,229,295	13,229,295	2,986,610	2,983,610	7,983,610	7,983,610	7,983,610
<b>Class 500 - Indemnities/ Contributions</b>	70,130	0	0	0	0	0	0	0
<b>Total</b>	75,346,693	78,787,583	90,129,051	87,099,381	88,261,792	93,727,593	94,275,412	94,960,185

## PROGRAM 1: DEPARTMENTAL SERVICES

### PROGRAM DESCRIPTION

This program oversees a portfolio of over 200 applications, including email and desktop office suites, that automate and simplify business processes and workflows, server storage and compute operations. Staff also provides City departments and offices with self-service platforms for business productivity, collaboration, analysis and geographic information systems (GIS) and data analytics and transformation platforms.

### RECENT ACCOMPLISHMENTS



**AWARDS FOR SMARTCITYPHL GOODROADS PROJECT:** The City received four national awards for the GoodRoads smart city pilot project, which used low-cost sensors on City vehicles to capture images of the streets and combined artificial intelligence and analysis software to assess conditions and help the Streets Department prioritize repairs, with an applied equity lens using data from the City's Stress Index, a geographic compilation of socioeconomic indicators variables impacting residents quality of life.



**SELECTION OF NEW PRISON JAIL MANAGEMENT SOLUTION:** OIT collaborated with the Philadelphia Department of Prisons to select and contract for a comprehensive jail management software solution supporting Prison Department operations and inmate management.



**EXPANDED DISASTER RECOVERY SERVICES:** OIT completed buildout of two geographically diverse environments supporting off-premises backup and disaster recovery for select business applications of the Police Department. This expansion of disaster recovery services reduces overall risk as well as the footprint of hardware resources once needed to manage backups of these systems.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
<b>Departmental Services and Solutions</b> - Percentage of all application-related tickets/issues resolved within service level agreement (SLA)	<b>87.7%</b>	<b>85%</b>	<b>85%</b>	

## FY23 STRATEGIC GOALS

- ▲ **Launch a Unitary Contract for Implementation Services:** Unitary contracts are single contracts awarded to a pool of vendors who are deemed qualified to perform a variety of services as defined by the underlying contract. OIT currently has a unitary contract for IT staff augmentation and another for IT planning and architecture professional services. Launch of a third unitary contract for IT implementation services will allow OIT to more efficiently onboard vendors for smaller implementation projects. It will also create new opportunities for small, local, and MWDBE businesses to work on multiple IT projects under a single contract.
- ▲ **Fire Department IT Modernization:** OIT in collaboration with the Fire Department will implement the next generation of Mobile Data Computers for use by staff in all Fire vehicles. This is part of a larger multi-year effort to modernize all IT solutions supporting the Fire department.
- ▲ **Establish Monthly Cybersecurity Communication:** OIT will establish a monthly internal communication, in the Employee Newsletter email, linking to the relevant resources and reminding employees about emerging technology risks and emphasize cybersecurity best practices in plain language.



### FY23-27 STRATEGIC INITIATIVES

**Citywide Adoption of Uniform Parcel Identifier to Improve Accuracy and Access to Property Data:** In collaboration with the Department of Records, Office of Property Assessment and other agencies, OIT will work to improve the reliability and accessibility of property and addressing data by leading in the technical adoption of the Pennsylvania Uniform Parcel Identifier (UPI) standard within City government. The UPI establishes a definitive, persistent link across databases storing property and address records and is the means for uncovering and cleaning up inconsistencies

among databases. OIT will also enable public-facing access to the City's Address Information System (AIS) to facilitate adoption.

**Prisons Jail Management Systems Modernization:** OIT will start a multi-year implementation of the Philadelphia Department of Prison's new jail management solution with a full replacement of legacy systems currently supporting core operations.

## PROGRAM 2: ENTERPRISE SUPPORT SERVICES

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### PROGRAM DESCRIPTION

This program oversees the City's IT infrastructure in a 24-hour data center; administration of units, including human resources, financial resources, professional development and performance management, that manage IT investments; and the technical Support Center (by email or phone) for various end-user needs, incidents and requests related to account management, desktop management, desktop software, and end-user device management.

### RECENT ACCOMPLISHMENTS

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**PHL OPEN DATA DASHBOARD:** OIT launched an interactive [public dashboard](#) to demonstrate the full scope of the City's open data pipeline and the value of the program dating back to 2015 with statistics tracking the use around the globe of the City's open datasets.



**IMPROVED ACCESS TO LICENSE AND INSPECTIONS PUBLIC DIGITAL SERVICES:** OIT created the [li.phila.gov](#) site to consolidate all resident-facing L&I applications into one easy to use applications that is consistent with the look and feel of [www.phila.gov](#), ensures accessibility standards, and is usable in both mobile and desktop devices.



**PHILADELPHIA HOUSEHOLD INTERNET ASSESSMENT SURVEY:** OIT and the Mayor's Office of Education through the PHLConnectED program conducted the City's first citywide measurement of broadband and internet device use by households in 2021. The Philadelphia Household Internet Assessment Survey data established benchmarks to inform and evaluate the impact of the City's digital equity strategy and initiatives like PHLConnectED, which connects eligible pre-K-12 student households with access to free, reliable internet service. The survey demonstrates that the City's digital equity programs like PHLConnectED are shrinking the digital divide. Today, 84 percent of all Philadelphia households, and 91 percent of K-12 households, have wireline broadband internet to the home, which is an increase from 70 percent in 2019 for both metrics.



**ALLYSHIP AWARD SEMIFINALIST:** OIT earned the City a nomination from the Blacks United in Leading Technology (BUiLT) for presentations on the City's programs for digital equity, open data and GIS, and digital user experience provided during the two-day Black Technologists Symposium for Philadelphia held in October 2021.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Enterprise Services and Digital Solutions - Network availability percentage	99.39%	99.99%	99.99%	
Enterprise Services and Digital Solutions - Percent of tickets resolved within service level agreement (SLA) terms <sup>1</sup>	81.80%	85.00%	85.00%	

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<sup>1</sup>The majority of Enterprise Support Services units are directly in the purview of OIT. The effects of the pandemic and staffing have stretched those support units thin. Improvement is expected because OIT units have worked diligently, the pandemic is easing, and a concerted effort is underway to restore staffing levels.

## FY23 STRATEGIC GOALS

- ▲ **Expand Single Sign-On Access for Public Digital Services:** OIT will create an enterprise wide, secure single sign-on (SSO) platform for City business applications serving the public. In FY23, OIT will put two additional applications under the SSO platform and improve the user experience and ease of access with a single log-on and authentication process. SSO reduces security vulnerabilities inherent in the standard practice of requiring individual username and passwords for multiple applications, all of which tend to get reused.
- ▲ **Establish a Digital Forms Program to Improve Means of Data Collection and Resident’s Digital Experience:** OIT will develop and pilot a Digital Forms Program to ensure the City’s capacity for building and providing digital forms as a service is well constructed. The program aims to meet a range of functional needs for the variety of information to be collected in the forms and for use by a diverse audience of Philadelphians. OIT plans to train up to 75 percent of the pilot departments on new form standards, templates, and protocol to be developed in FY23.
- ▲ **Launch an IT Command Center (ITCC) for Improved Incident Response and Coordination:** OIT will centralize alert monitoring across IT systems and establish a new unit dedicated to 24 x 7 incident management, analysis, and response coordination. Streamlining advisory and communications activities is intended to reduce friction and delays in the response and coordination of IT teams across various incident types.



## FY23-27 STRATEGIC INITIATIVES

**Improve Cyber Incident Response Capabilities:** As part of continuous assessment and improvement of cyber security, OIT will update response protocols and leverage enterprise and departmental IT teams to increase the response times to triage incidents and disruptions. Efforts will include establishing vulnerability management reporting program, in collaboration with the new ITCC, to better assist system owners to continually mitigate identified cyber risks.

**Initiate Citywide Telecommunications Infrastructure Assessment:** OIT will conduct an operations assessment of designated network infrastructure at multiple building locations that support internet communications for telephone, video and data. OIT will rank sites using a rating system based on the International Data Center Standard. Outcomes will include an inventory and action plan to manage sites best suited for equipment upgrades, removal, or migration to OIT's data center, and a cost estimate to conduct the work.

## PROGRAM 1: 911 ADMINISTRATION

### PROGRAM DESCRIPTION

This program administers the City's E-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.

### RECENT ACCOMPLISHMENTS



**PHILADELPHIA PUBLIC SERVICES BUILDING:** Design and build out Tier III data center and public safety grade infrastructure at 400 N. Broad to support mission critical E-911 systems and a state-of-the-art Fire and Police E-911 dispatch center.



**STATEWIDE 911 INTEROPERABILITY:** Construction of a regional fiber ring supporting a secure private network connection for E-911 mission critical system interfaces and interoperability between Pennsylvania southeast counties and statewide E-911 call routing.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
<b>E-911 Administration</b> – Computer Aided Dispatch (CAD) uptime availability	100.00%	99.99%	99.99%	
<b>E-911 Administration</b> – Percentage of time radio system is not busy. System busies prevent calls from going through to the dispatch center	100.00%	99.99%	99.99%	

## FY23 STRATEGIC GOALS

- ▲ **Philadelphia Public Services Building:** Relocation of Police and Fire E-911 call center operations to the new facilities 400 N. Broad Street. This relocation includes all of communications center personnel, mission critical equipment, and 911 emergency services.
- ▲ **Statewide 911 Interoperability:** OIT will partner with Pennsylvania State and the southeast regional county government partners to implement the statewide E-911 call delivery solution to Philadelphia and the region.



### FY22-26 STRATEGIC INITIATIVES

**NextGen E-911 Roll-Out:** OIT will coordinate with Police and Fire departments to fully implement and optimize use of the consolidated, NextGen E-911 platform. Efforts will include adding automated vehicle and personnel location functionality and enhanced metrics and performance from expanded and more detailed real-time data collection.

**Radio System Improvements:** OIT will develop and implement a long-term strategy for enhancement of the city’s 800 MHz radio system meeting public safety agency needs with focus on improving citywide radio coverage both indoor and outdoor and partnership with the surrounding counties to implement an 800 MHz radio interoperability solution.

## PROGRAM 4: UNIFIED COMMUNICATIONS (UC)

### PROGRAM DESCRIPTION

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 and includes all network operations.

### RECENT ACCOMPLISHMENTS



**REPLACED LEGACY CALL ACCOUNTING SYSTEM:** OIT installed a modernized IT financial management system that provides visibility across all voice and data service providers in use by the City. Improvements delivered by the new system include standard tracking and reporting; identification and elimination of unused inventory; and the ability to inform decisions on where and when to perform right-sizing of operations based on consumption patterns.



**EXPANSION OF VIDEO SURVEILLANCE SYSTEM (VSS) PROGRAM:** OIT field teams continued to expand the Police VSS surveillance camera program increasing the camera count to 923 as of December 2021.



**CELLULAR PHONE UPGRADES:** OIT completed comprehensive smartphone and flip-phone cellular equipment upgrades for over 9,000 devices. Upgrades provided City staff with additional features and improved cyber security of the devices.

### PERFORMANCE MEASURES

#### FY23 PERFORMANCE MEASURES

Measure	FY21 ACTUAL	FY22 TARGET	FY23 TARGET	MAYORAL PRIORITY
<b>Unified Communications</b> - Uptime for video camera (VSS) coverage/network	97.00%	95.00%	95.00%	
<b>Unified Communications</b> - VoIP-enabled uptime -- initially focus on the five (5) major Center City buildings	98.00%	99.99%	99.99%	
<b>Unified Communications</b> - Time to resolve telecom incident tickets/issues within service level agreement (SLA)	86.30%	93.00%	93.00%	

## FY23 STRATEGIC GOALS

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- ▲ **Complete Session Initiation Protocol (SIP) Roll-Out:** OIT will finalize migration of departments to the voice over internet protocols (VoIP) platform and SIP environments from old desk phones and work to realize the value of the platform for better management of use, billing, and inventory. SIP is technology to enable caller ID and ensures compliance to E-911 calling standards on VoIP telephone devices and reliability of telecom functionality.
- ▲ **Pilot Artificial Intelligence (A/I) to Catch and Resolve Billing Errors:** OIT currently has a two-person team to review, audit and pay an extensive and growing set of telecommunication bills for the City. OIT will pilot the use of A/I to assist the team in identifying and resolving billing errors and to use billing data to optimize contract performance.

## FY23-27 STRATEGIC INITIATIVES

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**Advance City's Mobile Device Operations** – The Mobile Device Unit will seek to update its platform to allow City-issued phones to work seamlessly with the City's Wi-Fi network upon configuration and to reduce costs and improve functionality by exploring the use of new device management, tracking and security tools available through the City's Microsoft Office 365 platform.



# INSPECTOR GENERAL

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## PROGRAMS

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### OFFICE OF THE INSPECTOR GENERAL



#### DEPARTMENT PAGE

[PHILA.GOV/DEPARTMENTS/  
OFFICE-OF-THE-INSPECTOR-  
GENERAL/](https://phila.gov/departments/office-of-the-inspector-general/)

## MISSION

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The Office of the Inspector General's (OIG) goal is to keep City government free from all forms of corruption, fraud, and misconduct. The OIG 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 OIG 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.

# BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	1,283,300	1,504,223	1,478,002	2,148,400	2,148,400	2,148,400	2,148,400	2,148,400
<b>Class 200 - Contracts/ Leases</b>	82,434	97,975	97,975	97,975	97,975	97,975	97,975	97,975
<b>Class 300/400 - Materials, Supplies, Equipment</b>	3,466	5,225	5,225	5,225	5,225	5,225	5,225	5,225
<b>Total</b>	1,369,200	1,607,423	1,581,202	2,251,600	2,251,600	2,251,600	2,251,600	2,251,600

## PROGRAM 1: OFFICE OF THE INSPECTOR GENERAL

### RECENT ACCOMPLISHMENTS



**HEALTH DEPARTMENT VACCINATION CONTACTS:** Early in 2021, the OIG was tasked with investigating the circumstances of the Health Department’s decision to contract with a local vaccine provider after complaints surfaced about the company. The expedited review resulted in a report of investigation that was released to the public, outlining the specific decision-points, and offering specific recommendations for future action.



**M/W/DSBE COMPLIANCE:** In 2021, the OIG partnered with the Office of the City Controller to investigate a local firm’s non-compliance with the City’s anti-discrimination provisions. Together, the OIG and City Controller issued a joint report recommending staunch enforcement action, after evidence showed that the firm made no good faith effort to contract with M/W/DSBE subcontractors.



**POLICE DEPARTMENT OVERSIGHT:** In support of the City’s larger reform effort, the OIG took on new responsibilities with respect to oversight of the Philadelphia Police Department (PPD). The OIG hired new personnel to assist the PPD in carrying out a wide variety of data-driven reform projects focused on enhancing the quality of the City’s policing effort.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Administrative Actions (number of cases) <sup>1</sup>	21	>30	>30	
Criminal Actions (number of cases) <sup>2</sup>	18	>10	>10	
Pension disqualification (number of cases) <sup>3</sup>	3	4-6	4-6	

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<sup>1</sup>Targets are based on historical outputs over the last decade. These actions include any case that resulted in administrative discipline, like a suspension or demotion, not just those that resulted in termination.

<sup>2</sup>Targets are based on historical outputs over the last decade. “Criminal actions” include all criminal enforcement activities, such as initial charging events, convictions, and sentencing.

<sup>3</sup>Targets are based on historical outputs over the last decade. These are cases that have been submitted to the Law Department and Board of Pensions for appropriate enforcement action.

## FY23 STRATEGIC GOALS

- ▲ Increase complaint activity through additional City-wide messaging and education.
- ▲ Increase transparency via a newly designed website.
- ▲ Continue to achieve meaningful criminal and employment case results.
- ▲ Work to amend the Home Rule Charter and make the OIG a permanent and independent part of City government.
- ▲ Advocate for vulnerable children and teens in group homes and other residential facilities through the Youth Ombudsperson Office.



## FY23-27 STRATEGIC INITIATIVES

To improve public confidence in City government, the OIG's overall strategy begins with education and public discourse. OIG takes great care to educate all City employees and members of the public about the OIG's role and the model of good local government. Simultaneously, the Office is open about its case outcomes and seeks to publicize the OIG's work. These foundational steps have two desired effects: they create visible deterrents to those who may wish to

engage in fraud, corruption, or misconduct; and raise awareness and give people an outlet to raise integrity-related concerns. This, in turn, drives complaint activity and generates actionable investigations. Here, the OIG focuses on building effective partnerships across local, state, and federal government, to achieve actionable case outcomes together with the City's operating departments and/or law enforcement.

# LABOR



## PROGRAMS

### LABOR AND EMPLOYEE RELATIONS LABOR POLICY AND COMPLIANCE



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/  
DEPARTMENT-OF-LABOR/](https://phila.gov/departments/departments-of-labor/)

## MISSION

The Philadelphia Department of Labor (DOL) builds partnerships between management and the labor organizations representing City employees and non-City employees; creates, implements and administers City policies and practices necessary to achieve equal employment opportunity (EEO) in the workplace and compliance with anti-discrimination policies and laws; and administers and enforces the City's worker protection laws.

As the City's main point-of-contact for the labor community, among other functions, the Department: handles negotiations between City unions and City management; responds to unfair labor practice charges filed against the City; represents the City in union disputes; develops and conducts training; investigates complaints of discrimination, harassment and retaliation; ensures employers with City contracts pay prevailing wages; and resolves minimum-wage waiver requests.

# BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	1,991,712	2,939,422	2,884,257	3,414,271	3,419,653	3,429,094	3,424,469	3,424,469
<b>Class 200 - Contracts/Leases</b>	320,420	352,817	512,817	462,617	472,617	472,617	472,617	472,617
<b>Class 300/400 - Materials, Supplies, Equipment</b>	65,619	21,420	21,420	24,420	21,420	21,420	21,420	21,420
<b>Total</b>	2,377,751	3,313,659	3,418,494	3,901,308	3,913,690	3,923,131	3,918,506	3,918,506

## PROGRAM 1: LABOR RELATIONS

### PROGRAM DESCRIPTION

This program contains two units: Labor Relations (LRU) and Employee Relations (ERU). The LRU administers the application of and training on the City’s collectively bargained agreements; and facilitates contract negotiations and dispute resolutions related to collective bargaining, grievances, and general labor relations concerns. The ERU administers the City’s EEO policies by providing Citywide training, investigating complaints of discrimination, harassment and retaliation, and developing policies and training to ensure compliance with employee protection laws and policies and consistency with employee relations best practices.

### RECENT ACCOMPLISHMENTS



**COLLECTIVE BARGAINING:** Reached successor collective bargaining agreements or received arbitration awards with the Fraternal Order of Police, District Council 33, District Council 47, and the International Association of Firefighters to cover the term of July 1, 2021 – June 30, 2024. Labor is currently facilitating implementation of the new agreements.



**CITYWIDE EQUAL EMPLOYMENT OPPORTUNITY POLICY:** Established a Citywide Equal Employment Opportunity Policy.



**COVID-19 VACCINE MANDATE:** Partnered with the Office of Human Resources, Office of the Chief Administrative Officer, Risk Management, the Department of Public Health, and other City agencies to ensure successful implementation of the City’s COVID-19 Vaccine Mandate consistent with bargaining obligations and employee Equal Employment Opportunity (EEO) protections conferred by various labor laws.



**TRAINING:** Created and delivered two new training classes – civility and investigations training - in support of ensuring EEO policy compliance.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of employees trained by the Office of Labor Relations and the Employee Relations Unit <sup>1</sup>	8,566	7,500	7,500	

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<sup>1</sup>This is an annual measure. Numbers include training conducted within departments.

## FY23 STRATEGIC GOALS

- ▲ Facilitate the implementation and monitor the progress of the new Police Termination Arbitration Board that will hear all grievances regarding terminations of uniformed police employees.
- ▲ Increase delivery of EEO training by 50 percent from FY22.
- ▲ Launch a citywide EEO protections education campaign to include leveraging social media, citywide publications and broadcasts.
- ▲ Establish Ombudsman Office to better address discrimination and harassment and build a culture of dignity and respect for all employees.



## FY23-27 STRATEGIC INITIATIVES

Over the next five years, the Department will incrementally improve EEO protection and anti-harassment policy awareness. The Employee Relations Unit aims to realize and maintain a more robust training inventory focused on supporting conflict resolution, communication, and proactive employee relations practices. Additionally, the development of online training options and mobile

training alternatives, to ensure access by staff who work in the field or other satellite locations without computer access, are strategic goals essential to realizing the employee awareness initiative.

## PROGRAM 2: LABOR POLICY AND COMPLIANCE

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### PROGRAM DESCRIPTION

This program contains two units: The Office of Labor Standards (OLS), and the Office of Worker Protection. 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. The Office of Worker Protection unit administers the City's Fair Workweek, Paid Sick Leave, Wage Theft Prevention, Domestic Workers Bill of Rights Ordinances, COVID-19 employee protection from retaliation, COVID-19 pandemic paid sick leave resources, and Parking Worker's Just Cause Ordinances.

### RECENT ACCOMPLISHMENTS

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**BACK WAGES RECOVERED:** In FY21 and FY22, the Office of Labor Standards successfully recovered over \$58,000 in back wages owed to employees on City prevailing wage job sites. Over the course of the COVID-19 pandemic the Office of Labor Standards has maintained full coverage of its workload, ensuring that certified payrolls are submitted for hundreds of employees from dozens of job sites every week.

In FY21 and FY22, the Office of Worker Protections successfully recovered over \$169,000 in back wages to employees from complaint-based violations. The Office of Worker Protection managed the Worker Relief Fund which provided emergency direct cash assistance to workers and fami-

lies who were impacted by COVID-19 who were left out of all federal and state relief. Additionally, it established the Domestic Worker Taskforce which includes representatives from the community, employers, and City Council.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent of prevailing wage projects with compliance issues	3.4%	<5.0 %	<5.0 %	
Number of worker protection ordinance complaints submitted and investigated	283	275	250	
Number of worker protection ordinance inquiries received and responded to <sup>1</sup>	820	775	900	

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<sup>1</sup>Inquiries include members of the public reaching out regarding the appropriate interpretation of applicable law

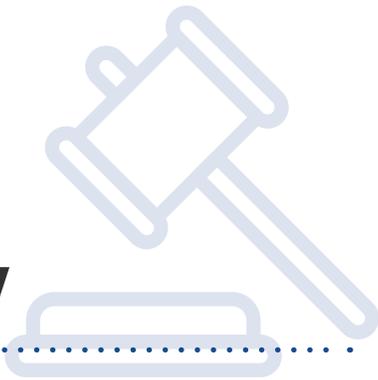
## FY23 STRATEGIC GOALS

- ▲ In FY23, the Office of Labor Standards will continue working on its strategic goal of improving contractor education on the reporting process, increasing timely submission of certified payrolls, and increasing contractor education regarding workforce diversity goals.
- ▲ The Office of Worker Protections aims to increase restitution collected on behalf of workers and continuing with virtual and in-person outreach events.

## FY23-27 STRATEGIC INITIATIVES

Labor Policy and Compliance will continue to increase the visibility and awareness of the Department and the laws it enforces among low wage workers and serve as a resource for all workers in Philadelphia. This will be done by establishing a strategic enforcement programming using grants to community-based organizations that can reach low wage workers directly. To continue to roll out a portable benefits system for domestic workers, the Office of Worker Protections is working with the Office of Innovation and Technology (OIT) to issue an RFP for the program.

# LAW



## PROGRAMS

**EXECUTIVE AND ADMINISTRATION RESOURCES**  
**CORPORATE AND TAX**  
**LEGISLATION**  
**LITIGATION**  
**SOCIAL SERVICES**



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/  
LAW-DEPARTMENT/](https://phila.gov/departments/law-department/)

## MISSION

The City of Philadelphia Law Department acts as general counsel for the entire City government. The Law Department provides legal advice to all City officials, employees, departments, agencies, boards, and commissions concerning any matter related to the exercise of their official powers within the scope of their employment. Among other responsibilities, the Law Department: represents the City and its employees in all litigation matters; negotiates, drafts, and approves City contracts and real estate leases; civilly prosecutes individuals for code, health, and tax violations and collects unpaid taxes, fines, and other debts; provides counsel to the City on a wide range of regulatory law, privacy law, and compliance matters; represents the City in social services matters, including child welfare and health matters; and prepares and advises on legislation for introduction by City Council.

## BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	9,640,029	13,329,167	13,740,897	15,307,139	15,425,206	15,425,206	15,425,206	15,425,206
<b>Class 200 - Contracts/ Leases</b>	6,519,856	5,433,427	8,046,427	5,979,915	5,979,915	5,979,915	5,979,915	5,979,915
<b>Class 300/400 - Materials, Supplies, Equipment</b>	59,879	184,676	84,676	190,676	184,676	184,676	184,676	184,676
<b>Class 500 - Indemnities/ Contributions</b>	0	0	0	0	0	0	0	0
<b>Total</b>	16,219,764	18,947,270	21,872,000	21,477,730	21,589,797	21,589,797	21,589,797	21,589,797

## PROGRAM 1: EXECUTIVE AND ADMINISTRATIVE RESOURCES

### PROGRAM DESCRIPTION

This program includes the Executive Management Team and the City Solicitor, whose responsibilities include the supervision of senior management; development and maintenance of departmental policies; and provision of legal guidance to the Mayor’s Administration, City Council, and all other City officials. This program also includes the Administrative Services Unit and staff persons who provide legal support for the Water Department and the Division of Aviation.

### RECENT ACCOMPLISHMENTS



#### **CONTINUED EFFORTS TO BUILD, RETAIN, AND SUPPORT A DIVERSE WORKFORCE:**

In FY21 & FY22, Law’s Director of Professional Development, Diversity & Inclusion ensured that diversity, equity, and inclusion (DEI) remained a priority while navigating the pandemic and its effects. The Department recognized the disproportionate impact on marginalized groups and responded with virtual resources, including sessions for employees on emotional well-being, racial and social justice, and implicit bias. Law continued exceeding the requirements of the [Mansfield Rule Legal Department Edition 2.0](#), a national certification process for DEI efforts, which it joined in June of 2020 and will complete in June of 2022.



**INCREASED TRAINING AND EDUCATION:** Law’s dedication to legal excellence is inseparable from its commitment to DEI. Law has organized cultural competency trainings and events geared towards increasing inclusivity, support, and collaboration within the Department. These trainings were organized with input from employee resource groups and will be provided on an ongoing quarterly basis.



**PROVIDED ONGOING PROFESSIONAL DEVELOPMENT OPPORTUNITIES:** The Executive Team has also provided ongoing professional development opportunities to all staff through a series of internally-developed practical training programs that build skills in key topic areas, such as leadership development, enhancement of litigation and transactional skills, and emotional intelligence.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
M/W/DSBE participation in Law department contracts	63%	37%	41%	

## FY23 STRATEGIC GOALS

- ▲ Participate in the Mansfield Rule Legal Department Edition 2.0. Law will continue to consider at least 50% historically underrepresented lawyers for external hiring, internal transitions, promotions, and engaging outside counsel. As part of the hiring process, Law assigns a diverse panel of staff to review resumes, conduct interviews with a set of DEI questions, and make hiring recommendations.
- ▲ Work to increase contracting with Minority, Women, Disabled Owned Business Support (MWDSBE) firms and continue encouraging firms who do not qualify as MWDSBE to assign minority/women/disabled partners and associates to City contracts through its outside counsel policy, which counts the work of these minority partners and associates similarly to an M/DSBE firm as long as the attorneys are an origination partner, billing partner, lead counsel, managing partner, or relationship partner.
- ▲ To measure the effectiveness of cultural competency work, Law will be incorporating DEI assessments on FY23 performance evaluations.
- ▲ Strengthen national legal diversity pipelines by partnering with programs that promote and sustain diverse law students.



## FY23-27 STRATEGIC INITIATIVES

Law will continue its efforts to hire, develop, and retain a diverse, qualified workforce, while increasing contracting with MWDSBE firms, through outreach initiatives that promote the work and accomplishments of the Law Department and its impact on the City of Philadelphia.

Law will continue to raise the professional profile of the Department and its staff in the City and legal community through increasing membership and participation in local bar and affinity organizations; improving

the Law Department's internet and social media presence; and generating informative materials that can be used for recruiting new attorneys and staff; and informing the public about Law Department projects and providing updates to City clients.

Law will continue to focus on management and professional development training programs that support the continued professional growth and success of the Department.

## PROGRAM 2: CORPORATE AND TAX

### PROGRAM DESCRIPTION

This program includes the following units: Commercial Law, Real Estate & Development, Property Assessment, and Regulatory Law. Its responsibilities include negotiating technology-related services, telecommunications, and procurement contracts; drafting and guidance concerning municipal bond issues; drafting and negotiation for real estate transactions and economic development projects; representation in matters relating to highway, rail, and mass transportation; and providing advice and counsel to the City's various departments, boards, commissions and agencies including City Council. This program also includes the Tax & Revenue Unit, which handles tax litigation by initiating and prosecuting actions for collection of delinquent taxes owed to the City, in close coordination with the Department of Revenue.

## RECENT ACCOMPLISHMENTS



**REGULATORY LAW:** Attorneys supporting Philadelphia International Airport (PHL) negotiated an extension of the 2015 Airport-Airline Use and Lease Agreement to June 30, 2022; drafted emergency regulations requiring everyone at the airport to wear a facemask; prepared PHL’s Air Service Recovery and Incentive Program to incentivize air carriers to reinstate and expand air service reduced because of COVID-19; negotiated an agreement for Jefferson Health to operate a COVID-19 testing facility at PHL; and supported the airport’s ongoing initiative to purchase airport garages.



**REAL ESTATE & DEVELOPMENT:** Advised and counseled the Administration through the negotiation of several lease and other agreements, including agreements for the location and construction of lab space for the City’s Health Department, various property condemnations to add mileage to the City’s trail system and to facilitate improvements at multiple Rebuild sites.



**TAX & REVENUE:** By placing liens on commercial properties where the landlords have failed to pay and/or file Use and Occupancy Tax, the Unit has collected more than \$7 million from FY19-FY21. By filing consolidated actions, in which a single lawsuit is filed for Real Estate Tax, Water Debt, and Nuisance liens on all a landlord’s properties to combine and collect on all liabilities in a single judgment, the Unit has collected over \$1.7 million from FY19-FY21, despite court delays during the pandemic. By shifting the focus to higher dollar liabilities, the Unit is suing fewer unrepresented taxpayers, increasing the equity as well as the dollar value of collections. The Unit also works closely with both Revenue and the legal services community to enroll taxpayers/customers who cannot afford their Water or Real Estate Tax bills in the City’s assistance programs.



**COMMERCIAL LAW:** Supported the Procurement Department, Department of Public Health, and other City departments with respect to the implementation of the City’s COVID-19 vaccination program. The Unit’s support included drafting and reviewing agreements and providing advice and counseling on a variety of issues associated with the program.

## PERFORMANCE MEASURES

### FY22 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Median time for contracts Law drafts approved as to form (in days) <sup>1</sup>	8	6	6	

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"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.

## **FY23 STRATEGIC GOALS**

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- ▲ In partnership with the Revenue Department, the Tax and Revenue Unit will continue to expand its consolidated action program, its landlord U&O lien project and its water sequestration project because all three have proven effective collection tools with minimal impact on vulnerable Philadelphians. PRISM, Revenue’s new tax system of record, should allow us to target appropriate cases more easily for enforcement, including for those programs.
- ▲ The Commercial Law Unit will continue to work with the Office of the Chief Administrative Officer (CAO) on efficiency improvements to the City’s contracting process. This includes updating the City's standardized contract templates and working with the CAO on the creation of new procedures to implement changes to the Home Rule Charter and Philadelphia Code, such as the revisions to 8-200 of the Charter designed to increase M/WBE and local business participation in City contracts.
- ▲ The Real Estate & Development Unit, along with outside counsel, will also continue to advise clients through the closeout of the redevelopment of the former Gallery Mall (now the Fashion District of Philadelphia).

## **FY23-27 STRATEGIC INITIATIVES**

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The Corporate and Tax Group will continue to be key advisors to the Rebuild team with respect to drafting agreements, structuring financings, and implementing the Rebuild project. The Group will also provide advice to the Treasurer’s Office and the Department of Planning and Development with respect to the issued tax-exempt and taxable bonds to fund various affordable housing initiatives in the coming years. The proceeds from a Development Impact Tax will be used to help fund the debt service on the bonds.

The Corporate and Tax Group will continue to support the City’s goals in ensuring an environmentally safe and protective plan for the remediation and development of the former PES refinery site as a multi-model logistics park in accordance with the recommendations contained in the 2019 Refinery Advisory Group Report and the Ordinances approved by City Council in 2020.

The Regulatory Law Unit will be extensively involved in negotiation with airlines of a new

Airport-Airline Use and Lease Agreement that will be needed effective July 1, 2022. The Unit also will continue supporting enhanced cargo operations capabilities at the Airport over the next five years to facilitate the Airport's desire to maximize use of its assets, as cargo operations frequently take place at night when the Airport is not used for passenger flight operations. Enhanced cargo operations will serve the Airport's mission of serving the needs of and providing economic and business development opportunities for the city and the region.

## PROGRAM 3: LEGISLATION AND LEGAL COUNSEL UNIT

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### PROGRAM DESCRIPTION

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 and frequently drafts opinions for various City officials. In addition, this program helps City Departments respond to requests from the public under the PA Right-to-Know (RTK) Law.

### RECENT ACCOMPLISHMENTS

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**COVID-19 RELATED MATTERS:** Provided ongoing and frequent advice and drafting work concerning the City's pandemic-based emergency health orders and regulations establishing (and relaxing) stay-at-home, business closure and masking rules. Provided ongoing analysis and advice regarding the sources, scope and defensibility of the City's use of emergency powers during the pandemic considering changes to state law, and supported litigation team's defense of challenges to certain mandated health measures. Provided analysis and advice regarding vaccine contracting rules, vaccine incentive proposals, a COVID-19 death-benefits pension proposal and internal City Administrative Board rules for managing special employee leave and other benefits related to the pandemic. Provided advice and drafting work in connection with joint regulations of the City Commissioners and the Health Department concerning masking and other COVID-19 safety rules for the November 2020 election.



**SUPPORT FOR MAJOR INITIATIVES INVOLVING EMERGENCY HOUSING, EMPLOYMENT RULES, AND BUSINESS ECONOMIC SUPPORT RELATED TO THE PANDEMIC:** Analyzed, structured, and drafted various Council legislative proposals concerning eviction prevention in response to the COVID-19 emergency; worked with Administration, Council offices, and courts to implement Council eviction prevention legislation, including preparing regulations and helping to defend legal challenges to such legislation. Analyzed and helped refine various pandemic-related City Council employment initiatives,

including sick leave, healthcare worker pandemic leave, retaliation prohibitions, and employee rehiring rules and worked with operating departments to implement expanded leave benefits; analyzed, structured, and drafted Council legislative proposals related to economic relief for restaurants impacted by the pandemic including eviction relief and caps on delivery fees.



**POLICE REFORM:** Provided extensive support and legal advice to Council and the Administration for the legislative effort to establish the Citizens Police Oversight Commission; provided analysis and advice on various pieces of legislation seeking to restrain Police activities concerning methods for arrest and crowd control and the use of vehicle stops in policing; provided analysis and support for litigators in connection with challenge to Council transparency bill requiring public hearings for input on Administration’s collective bargaining proposals to the Fraternal Order of Police (FOP).



**OTHER LEGISLATIVE AND POLICY INITIATIVES** Supported Council offices, various operating departments and Law Department colleagues to analyze, advise upon and provide drafting support for many policy initiatives, including: legalization of Streeteries and Sidewalk Cafes; regulations to address implementation of the construction impact tax and changes to property tax abatement rules; complex zoning issues proposals, including several proposing affordable housing requirements; disclosure regarding workforce composition for City contractors and subcontractors; Charter changes, including changes to create flexibility in application of civil service hiring rules; and a variety of public health matters including non-COVID-19-related disease control and prevention regulations, and opioid related initiatives.



**MAINTAINING RIGHT-TO-KNOW (RTK) RESPONSIVENESS:** Notwithstanding pandemic related challenges, Law achieved success in an important appeal before the state Office of Open Records, which limited OOR’s increasingly broad view of the regulatory definition of “aggregated data”. Law also handled several requests and appeals related to the 2020 election from media, political organizations, and individuals. In addition, Law streamlined its process of requests for Police Department audio/visual records under Act 22, which went into effect in 2019; Law is currently handling the first appeal to the Court of Common Pleas under this law.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent of Pennsylvania Right-to-Know (RTK) requests requiring processing for which initial response is provided within 5 business days of receipt of request	99%	99%	99%	

## FY23 STRATEGIC GOALS

- ▲ Continue cross-training of legislative attorneys in additional subject matter areas.
- ▲ Provide internal training in the Law Department on issues such as “The Legislative Process,” (i.e., reading bills, the hearings process, bill amendments and the Solicitor’s role in signing Council bills). Work with Administration and Council to continue to make sure staff know about the services Law provides and the availability to help.
- ▲ Resume efforts to bring publication of prior Solicitor’s Opinions more up to date.
- ▲ Establish system for centralization of tracking and distribution of third-party subpoenas (i.e., in cases where the City is not a party, but a subpoena is served on the City seeking City records). Continue to build and maintain the digital resource library for RTK work, which houses training materials, templates, and policies used regularly by the team.
- ▲ Continue to optimize the RTK case management system, including calendaring/ monitoring deadlines and trends. This includes performing regular reporting and data auditing to identify trends, spot process issues, and to capture accurate and measurable analytics. Continue to build and maintain standard response template system created in the case management system in FY21. Offer case management access and training to additional Departments who may want to monitor cases and utilize template responses.

## FY23-27 STRATEGIC INITIATIVES

- ▲ Continue project to promote transparency in government by posting online, in searchable format, pre-2000 ordinances of City Council (post-2000 ordinances are already available and searchable on City Council’s website).

▲ Offer opportunities for RTK Team members to train City Open Records Officers as well as interested individuals in the Law Department. Law will also develop staff writing and editing abilities and foster individual ownership of team administration through regular meetings.

## PROGRAM 4: LITIGATION

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### PROGRAM DESCRIPTION

This program defends the City, its departments, employees, and elected officials in litigation regarding civil rights, property damage, personal injury, and commercial claims, in both state and federal courts. Attorneys 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 & Special Litigation Unit, which files major multi-defendant, public policy-oriented lawsuits, and defends the City in other complex litigations.

### RECENT ACCOMPLISHMENTS

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**PREEMPTION LITIGATIONS:** Law's litigation team successfully defeated an attack on Philadelphia's plastic bag ban after the General Assembly improperly attached pre-emptory legislation to the state budget. They also litigated three lawsuits taking aim at the Firearm Preemption Laws in Pennsylvania which block cities from enacting their own common-sense guns laws and two suits challenging the Tobacco Preemption Laws that impede the City's ability to curb tobacco use, including efforts to reduce illegal sales to minors.



**OPIOID EPIDEMIC** The City's lawsuits against manufacturers, distributors, and pharmacy dispensaries of prescription opioids for causing and fueling the opioid epidemic continue. National settlement for four of the companies, AmerisourceBergen, Cardinal Health, McKesson, and Johnson & Johnson (Jaansen), are in the process of being finalized and will result in payments to the City over 18 years as well as injunctive relief. The City's cases against other defendants will continue. Law continues to be active in ensuring that the City's voices are adequately represented and heard through litigation and in settlement discussions with opioid manufacturers and distributors, as well as in discussions relating to the liability of Purdue and the Sackler family.



**TORT LEGISLATION:** The Torts team assisted in the drafting of HB 1694, which will confer tort immunity on volunteer and volunteer organizations who maintain, improve and offer programming at public parks, forests, and historical sites. In December 2021, the bill was passed in the Pennsylvania House, with by a 200-0 vote. The team has also been instrumental in assisting the Common Pleas Court to restart trials and arbitrations in a hybrid environment.



**COLLECTIVE BARGAINING:** Supported the Department of Labor’s Office of Labor Relations and the Police Department in the interest arbitration of the FOP Lodge 5 Contract where the City successfully pursued several essential police reform initiatives (e.g., adding diverse arbitrators to preside over termination grievances, adding a civilian to every level of discipline, revising PPD disciplinary code) also supported MOLR in negotiations with Local 22, DC 33, and DC47.



**TRIALS:** Resumed trials in state and federal court with a very high success rate. Supported the Police Department and the Department of Prisons in two high exposure class actions.



**CODE & PUBLIC NUISANCE LITIGATION UNIT:** Advised and defended its clients in numerous high-profile matters throughout the year including continuing issues related to encampments in Kensington, outdoor dining (AKA “streeteries”), mask mandates, and gun permitting Second Amendment Litigation.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Claims Percent Cost to Risk Assessment <sup>1</sup>	71.7%	77.3%	77.0%	
Civil Rights Motion to Dismiss Wins <sup>2</sup>	19	42	42	
Labor and Employment Motions to Dismiss Wins	4	5	5	

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<sup>1</sup>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>This is an annual measure, meaning that data will be available at year-end. The number only captures fully-dispositive motions, and excludes the number of motions that are granted in part and that, as a result of that outcome, substantially lessen the litigation exposure of the City.

## FY23 STRATEGIC GOALS

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- ▲ Continue to identify affirmative litigation opportunities to further City's climate change initiative, combat systemic public nuisances or harmful, legally-suspect policies of the state or federal government which threaten public welfare, health, or safety.
- ▲ Continue to minimize outside counsel fees by limiting their contracting to conflicts and specialized expertise.
- ▲ Continue to defend against any, and all, filed lawsuits, while working with clients to reduce systemic risk.
- ▲ Continue to assist the City Commissioners working to expand language access in elections, navigating the changing needs of the electorate, and combating frivolous allegations of malfeasance or incompetence coming from state legislators.
- ▲ With the addition of three attorneys and two staff members, build out a Civil Rights team dedicated to the strategic litigation of overturned conviction matters, which pose a significant threat to the indemnities fund.

## FY23-27 STRATEGIC INITIATIVES

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- ▲ The Litigation Group will continue to identify affirmative litigation opportunities to combat systemic public nuisances or harmful, legally-suspect policies of corporations, or state or federal governments which threaten public welfare, health, or safety.
- ▲ Continue to prosecute and seek appropriate relief in the City's opioid litigation against the manufacturers, distributors, and pharmacy dispensaries.
- ▲ Continue to defend against any, and all, filed lawsuits, while working with clients to reduce systemic risk.
- ▲ Lastly, the Litigation Group will continue to minimize outside counsel fees by limiting their contracting to conflicts and specialized expertise.

## PROGRAM 5: SOCIAL SERVICES

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### PROGRAM DESCRIPTION

This program includes the Child Welfare Unit (CWU), which represents the Department of Human Services (DHS) in dependency, termination of parental rights, guardianship, and administrative appeal hearings; the Health and Adult Services Unit (HAS), 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); and the HIPAA & Privacy Law Unit (HPU), which advises City departments on HIPAA and other confidentiality requirements for healthcare, social services, and criminal justice information as well as managing incidents involving potential HIPAA/privacy breaches.

### RECENT ACCOMPLISHMENTS

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**REUNIFICATION EFFORTS:** The CWU assisted DHS in promoting reunification efforts in Court and freeing children for adoption where reunification could not be achieved. During FY21, 721 children were reunified with their families. During the pandemic, 129 of these children were reunified with their parents via administrative orders presented to and signed by the Supervising Judge of Dependency Court.



**CASELOADS:** The CWU successfully reduced the average attorney caseloads in the core dependent courtrooms from 141 to 135 children per attorney, which resulted in better outcomes for the dependent children.



**ADOPTIONS:** In FY21, the CWU worked with DHS to achieve adoption finalizations for 432 children.



**MENTAL HEALTH:** The HAS Unit handled 9,670 mental health hearings in calendar year 2021. There continues to be no disruption to the court schedule due to the pandemic.



**LEAD HAZARDS:** The HAS unit was active on 56 cases in 2021 and have added 46 new filings and litigated 327 cases in 2021. In coordination with Lead and Healthy Homes Program (LHHP), HAS investigates, prepares and litigates cases where young children are in living conditions which are detrimental to their health due to lead hazards.



**RECORDS:** HAS supported the missions of DBHIDS and PDPH in the protection of mental and physical health records by requiring the appropriate authorization and or appearing in court to defend against the release of these records. The HAS

Unit assisted the Pennsylvania State Police with information required to prevent certain individuals from acquiring a firearm. HAS handled 556 such requests, 264 of which came via the Pennsylvania State Police.



**HIPAA/PRIVACY:** The HPU investigated 83 new privacy-related incidents in 2021, ensured that four data breaches were mitigated appropriately, and provided timely notification to 130,003 affected individuals. In addition, the HIPAA & Privacy Law Unit developed and oversaw the City’s annual HIPAA training of approximately 4,200 City employees.



**PRIVACY REVIEW** The HPU successfully implemented an online tool for submitting privacy review requests, which has improved the efficiency of the privacy review process and allowed the process to function smoothly despite remote operations due to COVID-19. HPU coordinated privacy review for over 108 unique data sharing requests during CY2021.

## PERFORMANCE MEASURES

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### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Average caseload per lawyer	135	120	N/A	
Child welfare: permanency rate <sup>1</sup>	21.5%	≥ 24%	≥ 24%	

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<sup>1</sup>This measure is calculated by DHS. This outcome is cumulative, meaning that the first quarter percentage appears lower than the ensuing quarters' percentages. It takes into account all activity for the entire fiscal year up to the last day of the reported quarter. DHS calculates the rate by dividing the number of children in placement during the year to date who achieved permanency by the total number of children in dependent placement during the year. In the calculation, DHS excludes children in care for fewer than eight days.

## FY23 STRATEGIC GOALS

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- ▲ The CWU will work to reduce the number of children in DHS custody by continuing to increase the number of permanencies through reunification of children with their parents, adoption, or other forms of custodianship.
- ▲ Continue to provide effective legal representation for DBHIDS in mental health proceedings and on behalf of DPH in lead court proceedings.
- ▲ Assist the First Judicial District in its initiative to select additional mental health court sites to better serve the individuals in need of involuntary mental health treatment.
- ▲ The HPU will continue to provide privacy advice and counsel to support City initiatives focusing on public health responses to COVID-19, the opioid epidemic, criminal justice reform, and gun violence reduction.
- ▲ The HPU will continue to support the Office of Innovation and Technology in its ongoing efforts to assess security needs and implement safeguards that ensure the City is appropriately protecting confidential information.

## FY23-27 STRATEGIC INITIATIVES

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- ▲ The Social Services Group will work closely with DHS and the First Judicial District (FJD) in implementing the Family Engagement Initiative (“FEI”) to enhance pre-existing strategies with enhanced family finding, crisis and rapid response meetings, and enhanced legal representation for parents with a goal of achieving efficient and appropriate permanencies for children who are removed from their home of origin.
- ▲ Work closely with DBHIDS and OHS to facilitate timely access to services for youth transitioning into adulthood through appropriate case management and discharge planning with DHS and CUA.
- ▲ HAS will continue to work with the FJD to ensure that all parties are fairly and fully represented in all mental health hearings and work with the Court of Common Pleas to create a process for pretrial case conferences for certain lead court cases.
- ▲ Lastly, the HIPAA & Privacy Law Unit will continue to implement efficiencies in the privacy review process, to advise and support the City’s healthcare, social services, and criminal justice initiatives, while focusing on privacy training and compliance efforts to reduce the City’s exposure to monetary damages and penalties.



# LICENSES AND INSPECTIONS

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## PROGRAMS

PERMITS AND LICENSING  
CODE ENFORCEMENT  
DEMOLITION  
BUILDING INSPECTIONS  
ADMINISTRATION



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/  
DEPARTMENT-OF-LICENSES-AND-  
INSPECTIONS/](https://phila.gov/departments/departments-of-licenses-and-inspections/)

## MISSION

The Department of Licenses and Inspections (L&I) enforces the City's codes for the safe and lawful construction and use of buildings.

## BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	24,779,256	24,577,968	25,792,609	26,590,298	27,330,465	27,330,465	27,330,465	27,330,465
<b>Class 200 - Contracts/ Leases</b>	12,128,927	13,522,002	13,447,002	13,146,162	13,196,162	13,246,162	13,246,162	13,246,162
<b>Class 300/400 - Materials, Supplies, Equipment</b>	366,827	834,475	809,475	809,475	809,475	809,475	809,475	809,475
<b>Class 500 - Indemnities/ Contributions</b>	59,854	0	0	0	0	0	0	0
<b>Total</b>	37,334,864	38,934,445	40,049,086	40,545,935	41,336,102	41,386,102	41,386,102	41,386,102

## PROGRAM 1: PERMITS AND LICENSING

### PROGRAM DESCRIPTION

This program issues building, plumbing, electrical, and zoning permits and business and trades licenses in accordance with legal and code requirements.

### RECENT ACCOMPLISHMENTS



**LAUNCHED ECLIPSE CHAT FUNCTION:** Launched chat function through eCLIPSE portal to provide live support to customers and streamline the submission of online help tickets. The eCLIPSE system provides a streamlined “L&I Online” experience for users that will allow them to obtain licenses and permits from anywhere with an internet connection.



**NEW LICENSING:** Implemented new licensing requirements including the residential property wholesaler license, fire damper and smoke control certification requirements, and temporary streetery and sidewalk café licenses to support outdoor dining.



**FLOODPLAIN MANAGEMENT PROGRAM:** Enhanced the floodplain management program to integrate local, state, and federal processes and increase consistency and transparency, including the development of a comprehensive guide and training of internal and external stakeholders.



**LICENSES FEATURES IN ECLIPSE:** Launched collection of the new Construction Impact Tax in eCLIPSE on behalf of the Department of Revenue and launched a new delinquent license program to decrease late renewals and update lapsed licenses.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Median wait times for over-the-counter permit customers (in minutes) <sup>1</sup>	N/A	N/A	N/A	
Median timeframe for permit issuance -- Residential (in days)	6	20	10	
Median timeframe for permit issuance -- Commercial (in days)	29	30	30	
Number of building, electrical, plumbing, and zoning permits issued <sup>2</sup>	50,942	53,000	50,000	

<sup>1</sup>Change of circumstances due to COVID-19. During this time there are no walk-in customers- appointment only.

<sup>2</sup>The department reduced the FY23 target to 50,000 since the spike due to the tax abatement has subsided.

## FY23 STRATEGIC GOALS

Primary participation in an inter-departmental online Permit Wizard to outline City permit and license requirements for a wide array of business and development activities. The Permit Wizard project will provide an online tool to extract detailed information on permit requirements based upon project scope. A customized report prompted by the project details entered by the user will achieve the following:

- Identify the permits needed for the entire project.
- Inform the customer of anticipated reviews by L&I and sister agencies.
- Identify permit submission and general contractor requirements.
- ▲ Advise the customer of the estimated total cost of permits and anticipated timeline for approval.
- ▲ The pilot project will focus on residential renovations and storefront fit-outs with the goal of identifying the right tool for the City to realize objectives.
- ▲ Successful transition to updated local and State codes that include the later versions of model codes and local requirements designed to protect adjacent property during con-

struction. This initiative includes the development of legislation, the update of all internal and external collateral materials, and the training of internal and external stakeholders.

- ▲ Streamline license renewals to provide greater ease of the process, which includes legislative changes and technology updates to group expiration of an entity's license and allow for easier renewal of bulk licenses.



## FY23-27 STRATEGIC INITIATIVES

L&I will continue to enhance the eCLIPSE system to improve the customer experience and to implement new licensing requirements. Over the next year, this program will launch the following new licenses: Tire Dealer, Fire Suppression Systems Worker, Limited

Lodging Operator, Booking Agent, Permanent Streetery, and Excavation Contractor.

## PROGRAM 2: CODE ENFORCEMENT

### PROGRAM DESCRIPTION

This program is responsible for enforcing Philadelphia Property Maintenance and Fire Codes, ensuring that businesses possess proper licenses and comply with ordinances and regulations governing business activity, cleaning and sealing vacant and abandoned properties, and addressing properties that pose a nuisance to the quality of life in the city.

### RECENT ACCOMPLISHMENTS



**LICENSE VIOLATION PROGRAM:** L&I's Audits & Investigations Unit (AIU) License Violation Program issued \$316,000 in fines for contractor license or trade license violations (with a majority stemming from subcontracting practices) in Fiscal Year 2022. Additionally, AIU has issued 5 license suspensions/revocations in the Fiscal Year 2022 for unsafe practices or repeated violations.



**REPORTING VIOLATIONS:** AIU referred 45 companies that were operating as contractors in the City of Philadelphia without the required licensure to the Department of Revenue for further investigation of their tax compliance.



**CODE ENFORCEMENT INSPECTOR METRICS:** In 2021, L&I introduced a proactive initiative to the Code Enforcement inspection process, which included focused program inspections concentrating on open and vacant properties, auto repair facilities and tire dealer businesses. This novel approach of focused program inspections is allowing L&I to address vexing problems that affect communities city-wide, while also handling ongoing responsibility of answering citizen complaints.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent of nuisance properties inspected within 20 days	75.3%	85.0%	85.0%	
Average time from complaint to clean and seal of vacant property	7	15	15	

## FY23 STRATEGIC GOALS

- ▲ Increase enforcement of subcontracting requirements at new construction projects.
- ▲ Complete and launch transparency initiatives, such as the L&I website’s contractor history look-up tool and the ATLAS building certification publication.

## FY23-27 STRATEGIC INITIATIVES

Based on current permitting trends, L&I expects to see a record number of new construction projects break ground in 2022. This will increase the demand for contractors and specialized subcontractors in the City of Philadelphia and could result in increased usage of unlicensed contractors and day-labor. L&I plans to meet this challenge head on by focusing more of its resources on monitoring contracting and subcontracting practices at new construction projects. AIU is initiating a project to update data-keeping practices and data-reporting tools and will also be launching a contractor history look-up tool. The look-up tool will be located on the L&I website and will allow the public to verify contractors’ licensure and see their violation history if they have one. AIU will also begin publishing building certification information through Atlas, so that the public can look up any building’s certification status.

## PROGRAM 3: DEMOLITION

### PROGRAM DESCRIPTION

This program is responsible for the demolition of imminently dangerous structures and for responding to emergency calls related to structural collapses, fires, and related emergencies.

### RECENT ACCOMPLISHMENTS



**CONTINUED MANAGEMENT OF PUBLIC DEMOLITION PROGRAM:** In FY21, L&I demolished 429 Imminently Dangerous (ID) Properties throughout the City. During FY22 through Q1, 187 ID properties have been demolished.



**COMPLEX DEMOLITIONS:** Awarded contract to an outside expert to provide analysis and recommendations on the safety, feasibility, and effectiveness of proposed means and methods of complex demolitions.

### PERFORMANCE MEASURES

#### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of demolitions performed	429	450	525	
Number of "imminently dangerous" properties	95	A reduction from FY21	A reduction from FY22	
Median timeframe from "imminently dangerous" designation to demolition (in days)	116	130	130	
Number of unsafe properties	3,824	A reduction from FY21	A reduction from FY22	

## FY23 STRATEGIC GOALS

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- ▲ Continued management of the demolition program with an emphasis on overall reduction in the number of ID and unsafe buildings.
- ▲ Reduce the time between Imminently Dangerous (ID) designation and demolition completion.

## FY23-27 STRATEGIC INITIATIVES

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L&I will continue to promote building safety through the management of both City-funded and private demolitions. To better identify the most dangerous properties and prioritize them for demolition or other enforcement measures, L&I will utilize technologies that provide aerial and street-level imagery, which provide time-lapsed photos that show continued deterioration of dangerous structures. Demolition will continue to work with the Law Department to reduce the amount of time it takes to effectively bring negligent property owners to court.

## PROGRAM 4: BUILDING INSPECTIONS

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### PROGRAM DESCRIPTION

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.

### RECENT ACCOMPLISHMENTS

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**ECLIPSE MOBILE APP:** Launched the new eCLIPSE mobile app, which is now used by L&I Inspectors to log inspection results, capture and upload evidence, and queue up violations for issuance, all directly from the field.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Average number of permits per building inspector <sup>1</sup>	661	900	600	

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<sup>1</sup>Inspector hiring scheduled for second half of FY 22 is expected to bring inspector permit levels down to more manageable levels.

## FY23 STRATEGIC GOALS

- ▲ Implement the new Site Violation Notice (SVN) program.
- ▲ Continue reduction of permit caseload for Building Inspectors.

## FY23-27 STRATEGIC INITIATIVES

The Department will finalize the rollout of Site Violation Notice (SVN) program, which is a new type of violation that can be issued to property owners, business license holders, or trade license holders. SVNs will be issued for less severe code violations that can be readily corrected on-site. Issuing SVNs will reduce the number of cases sent to court for enforcement. SVNs carry fines that range from \$300 to \$1,000 depending on the type of violation. All inspectors will be provided with mobile printers to facilitate immediate issuance of SVNs and all data will be fully integrated with eCLIPSE.

## PROGRAM 5: ADMINISTRATION

### PROGRAM DESCRIPTION

This program is responsible for providing administrative support for the Department. Functions include human resources, employee safety, training, payroll, labor relations, budget and accounting services, procurement, and contract administration.

## RECENT ACCOMPLISHMENTS



**RACIAL EQUITY INITIATIVE:** Participated in the first cohort of departments for the citywide Racial Equity Initiative and formed internal racial equity committee.



**TIME & ATTENDANCE SYSTEM:** Launched a new Time & Attendance system, which now provides L&I employees with additional options including physical time clocks, web punching, or mobile app.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Net personnel gain/loss (+ new hires, - separations)	-28	10	10	
Number of on-the-job injuries	19	A reduction from FY21	A reduction from FY22	

<sup>1</sup> FY22 hiring was delayed until March 7, 2022, with 10 new code enforcement inspectors and 9 new building inspectors. Additional hiring planned in the fourth quarter of FY22.

## FY23 STRATEGIC GOALS

- ▲ Expand and regularize the internal racial equity committee
- ▲ Hire an outside expert to provide professional services for Racial Equity Coordination, Surveys and Training.



## FY23-27 STRATEGIC INITIATIVES

L&I will establish an employee development program focused on leadership development and well-being of employees of color. Training for employees, supervisors, and management on racial equity concepts will be provided. Career ladders will be reviewed to identify and remove unnecessary barriers to promotion for employees of color. The Department will also identify, map, and track service delivery data disaggregated by race and/or proxies for race such as zip code or socioeconomic status. In addition, L&I will partner with the Black Contractors' Coalition Association to produce content for members.

L&I will continue its partnership with the Community College of Philadelphia (CCP). Work is already underway between L&I and CCP to incorporate technical code enforcement coursework into CCP's existing associate's degree in Construction Management. This partnership will promote the benefits of the code enforcement profession to an entirely new population of City residents that can now qualify for the L&I Building Inspector civil service examination upon completion of the associate's degree Program.



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## PROGRAMS

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**ADMINISTRATION/POLICY**  
**OFFICE OF EMERGENCY MANAGEMENT (OEM)**  
**POLICE ADVISORY COMMISSION (PAC)**  
**COMMUNITY LIFE IMPROVEMENT (CLIP)**  
**ANIMAL CARE AND CONTROL TEAM**  
**(ACCT PHILLY)**  
**PHILLY311**  
**OFFICE OF SPECIAL EVENTS (OSE)**  
**OFFICE OF IMMIGRANT AFFAIRS (OIA)**  
**OFFICE OF VIOLENCE PREVENTION (OVP)**  
**TOWN WATCH INTEGRATED SERVICES (TWIS)**  
**MUNICIPAL ID**  
**OFFICE OF ARTS, CULTURE, AND THE CREATIVE**  
**ECONOMY**



**DEPARTMENT PAGE**  
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## MISSION

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The Managing Director's Office (MDO) works in coordination with individual operating departments to implement the Mayor's vision and deliver efficient, effective, and responsive public services to every neighborhood in Philadelphia.

# BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	28,719,552	43,754,013	35,139,821	35,448,189	36,172,057	35,554,402	35,656,077	35,656,077
<b>Class 200 - Contracts/ Leases</b>	30,205,456	74,021,183	58,596,390	83,855,209	71,482,326	52,843,837	53,010,327	53,357,841
<b>Class 300/400 - Materials, Supplies, Equipment</b>	3,107,254	4,509,265	10,335,489	2,418,018	2,316,068	2,107,969	1,996,637	1,705,659
<b>Class 500 - Indemnities/ Contributions</b>	1,415,877	3,300,000	4,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
<b>Class 800 - Payments to Other Funds</b>	0	0	0	0	0	0	0	0
<b>Total</b>	63,448,139	125,584,461	108,071,700	124,721,416	112,970,451	93,506,208	93,663,041	93,719,577

## PROGRAM 1: ADMINISTRATION/POLICY

### PROGRAM DESCRIPTION

MDO plans, coordinates, and implements major strategic initiatives that involve multiple departments. The MDO leadership provides strategic oversight and support for the Philadelphia Police Department (PPD), Philadelphia Fire Department (PFD), Department of Prisons (PDP), Department of Licenses and Inspection (L&I), the Office of Emergency Management (OEM), and the Police Advisory Commission (PAC). MDO supports five operational clusters:

**Community Services:** This cluster oversees outward-facing service programs, including the Community Life Improvement Program (CLIP), Philly311, Philly Counts, Office of Immigrant Affairs (OIA), Municipal ID, Mural Arts Philadelphia, and Animal Care & Control Team (ACCT). This cluster also coordinates multi-agency initiatives aimed at addressing neighborhood quality-of-life challenges.

**Criminal Justice and Public Safety (CJPS):** CJPS strengthens the coordination of the Office of Violence Prevention, Office of Criminal Justice, Office of Reentry Partnerships, the Victim Advocate, and Town Watch Integrated Services. CJPS uplifts solutions to reduce violence, enhances the bridge between neighborhoods and government, and amplifies support for returning citizens and families impacted by the criminal justice system.

**General Services, Arts, & Events (GSAE):** Newly reorganized in 2020, this cluster oversees the work of the Department of Public Property (DPP); Department of Fleet Services (DFS); Rebuilding

Community Infrastructure (Rebuild); Office of Arts, Culture, and the Creative Economy (OACCE); and the Office of Special Events (OSE). GSAE coordinates efforts to build administrative and community capacity, and creative placemaking.

**Health and Human Services (HHS):** HHS supports the work of the Department of Public Health (DPH), Department of Behavioral Health and Intellectual disAbilities (DBHIDS), Office of Homeless Services (OHS), Office of 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.

**Transportation, Infrastructure, and Sustainability (OTIS):** OTIS oversees the Department of Streets, Philadelphia Water Department, and the Office of Sustainability, and coordinates among the entities that manage the transportation and utilities infrastructure - Philadelphia Gas Works (PGW), Delaware Valley Regional Planning Commission (DVRPC), PennDOT, SEPTA, and PATCO.

MDO also includes the [Opioid Response Unit \(ORU\)](#), which aligns resources across City departments to support citywide opioid response and overdose hotspot strategic coordination. The ORU supports the implementation of [ORU Action Plan](#) recommendations, and uses Philadelphia Resilience Project best practices and lessons learned to improve City government’s response to the opioid crisis.

## RECENT ACCOMPLISHMENTS

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### COMMUNITY SERVICES

▲ **Philly Counts COVID-19 Vaccine Engagement:** In partnership with the Philadelphia Department of Public Health, Philly Counts’ engagement positioned Philadelphia as the most vaccinated large U.S. city and as the U.S. city with the highest rate of vaccination among Black residents. Philly Counts has made nearly 200,000 phone calls, knocked on nearly 54,000 doors, and had over 36,000 conversations with residents, while also managing a community of practice for over 130 trusted community-based organizations.

▲ **Election Operations Review:** Philly Counts was awarded William Penn Foundation funding to hire consultants to conduct a review of the City of Philadelphia election’s operations. The review resulted in the creation of a proposed senior-level staffing plan, a timeline of key election processes, and a proposed staffing plan for the new vote-by-mail work.



## CRIMINAL JUSTICE AND PUBLIC SAFETY (CJPS)

▲ **Anti-Violence Community Expansion Grant Program:** To achieve and sustain a reduction in gun violence and improve the quality of life in communities most affected by gun violence, the City launched the Anti-Violence Community Expansion Grant Program, which invested in organizations with proven track records of delivering quality anti-violence interventions, helping them to expand and strengthen their efforts. In CY 2021, the Community Expansion Grant program distributed \$13.5 million to 31 local organizations doing impactful anti-violence work.

▲ **911 Triage & Co-Responder Strategy:** The 911 Triage and Co-Responder Strategy team embedded a behavioral health navigator at Police radio; launched a modified Crisis Intervention Team (CIT) training for 911 call-takers; implemented a set of mandatory 911 call-taker behavioral health screening questions; established a co-responder pilot program in which behavioral health clinicians respond with CIT-trained police officers and expanded it to establish six field teams across the city, Monday – Friday, from 7AM – 3PM; expanded mobile emergency teams in four quadrants, 24/7/365; and established a behavioral health unit in the Police Department.

▲ **Police-Assisted Diversion (PAD):** [PAD](#)—which diverts certain low-level non-violent offenses away from the criminal justice system—expanded its operations to the entire east police division and established a service hub, open Monday – Friday, in the heart of Kensington; completed a formal evaluation by the University of Pennsylvania and, as a result, removed criminal history as an exclusionary criterion for program participants to promote racial equity; and implemented the coordinated diversion model in partnership with the east police division to address disorderly conduct behaviors concentrated around Kensington’s parks, libraries, and commercial corridors.

▲ **Safety and Justice Challenge:** In support of the [Safety and Justice Challenge](#), criminal justice partners expanded the pre-trial advocate program to serve all clients; launched a mini-grant program and awarded capacity building grants to 20 community organizations working to address racial, ethnic, and economic disparities and to provide preventative interventions to reduce the likelihood of incarceration; and secured 25 housing slots for people transitioning back to the community from the Philadelphia Prisons.

▲ **Philadelphia Juvenile Assessment Center and Youth Arrest Reform Project (JAC/YARP):** JAC partnered with juvenile probation and the District Attorney’s Office (DAO) to provide additional time to review juvenile cases for pre-petition diversity; collaborated with Family Court, juvenile probation, and the DAO to test the process to eliminate a redundant arrest process for youth who are re-slated from Criminal Court

to Juvenile Court; and partnered with the PPD to identify space from which JAC staff can be integrated into a police division for juvenile-only secure holding during the arrest processing.

▲ **Rapid Employment & Development Initiative (READI):** The City partnered with Heartland Alliance to incubate a violence intervention response model for Philadelphia, informed Heartland’s READI Chicago Program. READI Chicago relentlessly engages men who are most at risk of gun violence victimization, providing participants up to 18 months of transitional employment, cognitive behavioral therapy, coaching, and support to provide a new path forward. In August 2021, the City launched the feasibility study and landscape analysis, with the goal of replicating the READI Chicago system in Philadelphia.

▲ **COVID-19 Reentry Payments:** To mitigate the heightened challenges that people reentering faced as a result of COVID-19, the Office of Reentry Partnerships’ COVID-19 Reentry Payment Program distributed nearly 1,200 \$500 payments to Philadelphia residents who were released from Philadelphia County jails between March 1, 2020, and June 30, 2021 and who had annual earnings of less than \$33,000. In addition to the one-time payment, people were connected to resources, including supportive housing, employment, family reunification, and benefits.



## GENERAL SERVICES, ARTS, & EVENTS

- ▲ **Rebuild:** Rebuild celebrated many accomplishments in FY22 and FY21, including:
- Cut ribbons and completed several projects, including Miles Mack Playground in Mantua, East Poplar Playground, and 8th & Diamond Playground, all while continuing to work on interim improvements to ensure parks, recreation centers, and libraries stay open for all Philadelphians to use.
  - Broke ground and started construction on over \$36 million of projects including sites like Olney Recreation Center—slated for over \$15 million in investment—to Capitolo Playground—receiving over \$1 million in improvements.
  - Conducted community engagement, design, or construction at over 65 parks, recreation centers, or libraries representing an investment of over \$221 million dollars in spent or committed funds.
  - Boasted 28 percent female trainees and 98 percent people of color in its Workforce Development Program—92 percent of graduates from its initial cohorts, ending before spring 2021, have been accepted into union apprenticeships.
  - Awarded 42.9 percent of Rebuild’s committed contract dollars to minority-owned businesses, and 24.4 percent to firms owned by women, for a total of 67 percent of contract funds toward M/WBE businesses.
  - Enrolled 92 diverse local businesses in its business support programs, which

provide technical support and one-on-one assistance to help build capacity of small, diverse businesses. By the end of calendar year 2022, over 141 diverse local businesses will have completed Rebuild Ready or taken part in the Emerging Vendors Program.

- Forty-six (46 percent) of total hours worked on Rebuild projects were completed by people of color and women.



**REBUILD: 8TH & DIAMOND PLAYGROUND**



## HEALTH AND HUMAN SERVICES

▲ **COVID-19 Response:** HHS adapted the COVID Prevention Space to a community-based setting, partnered with philanthropy to sustain the outdoor meal distribution program, provided public restroom amenities in areas with large populations of unsheltered individuals, embedded a community-informed outreach approach in the vaccine distribution plan to close racial disparities in vaccination rates, and leveraged federal and state funding streams to maximize impact and plan for long-term sustainability.

▲ **Eviction Prevention:** In FY21 and FY22, HHS worked with the Municipal Court, City partners, and legal service advocates to advance eviction protections and maintain housing stability for tenants impacted by COVID-19, which included a partnership with the Court to require eviction diversion, a Court-ordered moratorium on lockouts for those with a complete rental assistance application and increased legal representation for tenants facing eviction. Through this collaboration, eviction filings decreased from 19,368 in 2019 to 5,595 in FY21.

▲ **Right to Counsel:** In FY22, HHS finalized Right to Counsel regulations and launched the Right to Counsel in two Philadelphia zip codes that were most impacted by evictions. Right to Counsel guarantees free legal representation to low-income renters if they are facing eviction. This right includes proceedings to evict, terminate tenancy, or terminate a housing subsidy.

▲ **Shared Public Spaces:** HHS and partners completed a strategic plan for the Same Day Work and Pay (SDWP) program, the establishment of the Office of Community Empowerment and Opportunity as the backbone of a new SDWP collective impact model, and the expansion of the SDWP program to include two program operators in Kensington. HHS also finalized the zero-tolerance tent and structure policy and

procedures, completed briefings for leadership and program staff, and peacefully resolved encampments at the PATCO concourse on Locust Street, 3200 Kensington Avenue, and 1800 E. Lehigh Avenue.

▲ **Domestic Violence:** [The Office of Domestic Violence Strategies](#) (ODVS) led efforts to improve the criminal justice and public safety approach to relational violence, which included providing trainings by a national expert to over 200 police officers, co-hosting the Philadelphia Police Department’s Domestic Violence seminar for the public, and successfully applying for the Department of Justice’s Improving Criminal Justice Response to Domestic Violence grant.



## TRANSPORTATION, INFRASTRUCTURE, AND SUSTAINABILITY

▲ **Safe Routes to School:** OTIS launched its new Safe Routes Philly program in April 2021, bringing high quality transportation safety education to educators, students, and families across Philadelphia. So far, over 100 schools have been trained in the curriculum.

▲ **Indego:** Indego, the City’s bikeshare system, expanded into new neighborhoods and improved service in existing neighborhoods. 2021 was Indego’s highest-ever ridership year.

▲ **Great Streets High Quality Bike Network:** OTIS and the Streets Department installed protected bike lanes and intersection improvements with a cumulative total of 24.9 bike-lane miles. Another five bike-lane miles are currently under construction.



## OPIOID RESPONSE UNIT (ORU)

▲ **Kensington Mini Police District:** ORU supported the launch of the Kensington Mini Police District in January 2021, with dedicated foot beat and bike patrol officers. As a result, the area has experienced an overall decrease of 19 percent in violent crime; most notable, a 41 percent reduction in shooting victims and a 42 percent reduction in aggravated assault with a firearm. Additionally, an overall reduction in property crime by 20 percent, with a reduction in residential burglaries reduced by 52 percent over the same period last year.

▲ **Opioid Mini-Grants:** The City launched the Kensington Community Resilience Fund (KCRF)—a public-private-community partnership between community members, the City, and regional funds to explicitly address the community impacts of the opioid crisis in Kensington. KRF issued its first round of grants, totaling \$200,000 to 20 organizations. Separately, six mini-grants were awarded to organizations that serve

Black and Latinx populations in neighborhoods with high rates of drug use and overdose to improve treatment and prevention messaging in communities of color.

▲ **Targeted Mobile Efforts:** ORU supported the launch of targeted mobile trailer efforts to reduce overdoses that are now underway in areas with the highest need based on overdose data, in addition to Kensington. The Mobile Outreach Recovery Services Team is now completing substance use disorder screenings alongside the Prevention Point Philadelphia Teams who can also induct on buprenorphine. Induction is the clinical process related to beginning a course of buprenorphine as Medication Assisted Treatment for Opioid Use Disorder and involves monitoring Clinical Opioid Withdrawal Scale (COWS) numbers and providing patients with buprenorphine in response.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
5 Year Running Average Number of Individuals killed and seriously injured (KSI) in traffic crashes	410	Better than last 5-year running average	Better than last 5-year running average	
Total transportation grants awarded in FY (in millions)	\$4,873,000	\$12 Million	\$20 million	
Total net revenue from Concessionaire collections by calendar year <sup>1</sup>	\$2,001,683	\$2.5 Million	\$2.5 Million	

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<sup>1</sup> New metric proposed for FY23: Total Concessionaire Revenue. OTIS receives a portion of the revenue collected from advertisements on bus shelters and kiosks throughout the City.

## FY23 STRATEGIC GOALS

- ▲ **COVID-19 Vaccine Outreach:** Philly Counts will engage residents to ensure every Philadelphia neighborhood reaches 70 percent COVID-19 vaccination rate.
- ▲ **Election Operations:** Philly Counts will work with the Office of the City Commissioners to implement Chinese language requirements for 2022 election cycle; facilitate implementation of review recommendations; and support the purchase and implementation of ePollBooks for the 2022 general election.
- ▲ **Community Organizing for High-Priority Projects:** Philly Counts will provide

engagement support for high priority projects and initiatives, such as Right to Counsel.

▲ **Rapid Employment & Development Initiative (READI):** CJPS will pilot READI, better coordinating and expanding resources available to people who are highest risk of being involved in gun violence.

▲ **Place Network Investigation Strategy & Expanded Environmental Improvements:** CJPS will integrate a Place Network Investigation Strategy into the [Philadelphia Roadmap for Safer Communities](#). Tactical Meetings and dramatically expand the support for environmental improvements such as vacant lot clean up in neighborhoods most impacted by gun violence.

▲ **Office of the Victim Advocate:** The newly established Office of the Victim Advocate will advocate for both victims and co-victims of crime, with an emphasis on addressing the pervasive and devastating effects of gun violence. The Office will also facilitate coordination between agencies and refer individuals to service providers as needed.

▲ **Expanded Behavioral Health Supports:** CJPS will partner with the Department of Behavioral Health & Intellectual disAbility Services to expand behavioral health services and remove barriers to access for individuals highly at risk for engaging in gun violence.

▲ **911 Triage & Responder Strategy:** The 911 Triage & Responder Strategy team will establish a Fire/EMS AR-3 pilot that pairs EMTs with mental health professionals in a pilot zone; increase the number of 911 behavioral health calls that result in mobile emergency team dispatch; and expand the co-responder pilot city wide seven days/week for 16 hours/day.

▲ **Safety and Justice Challenge (SJC):** The Office of Criminal Justice and their criminal justice partners will expand alternative responder teams; implement pre-trial advocates program and expand early bail review to all clients; complete and implement the new Criminal Justice Advisory Board strategic plan; begin the SJC evaluation process; implement the second round of micro-grants for the Community Advisory Committee; maintain housing slots for reentering population; and establish the Justice Reinvestment Fund in collaboration with community partners to promote racial equity.

▲ **Philadelphia Juvenile Assessment Center and Youth Arrest Reform Project (JAC/YARP):** The Office of Criminal Justice will work with partners to expand the expedited release program to all police districts, expand pre-arrest diversion to community-based offenses, and use youth specialists for juvenile arrest processing.

▲ **Police Assisted Diversion (PAD):** PAD will integrate PAD officers in the PPD's Behavioral Health Unit; and complete a second program evaluation.

▲ **Rebuild:** Rebuild will continue to break ground—including at Vare Recreation Center—and cut the ribbon on projects—including at Rivera Recreation Center, Capitolo Fields,

Glavin Playground, and Heitzman Recreation—throughout Philadelphia; move projects through their unique and immersive community engagement process to construction thoughtfully and efficiently with support from additional design and construction staff; recruit and train diverse workforce development candidates to be the next generation of leaders in the trades; empower and support minority business participation through striving to continue to beat their MBE/WBE participation goals; meet or exceed their workforce diversity targets on Rebuild project sites.

▲ **Eviction Prevention:** HHS will build on lessons learned in the FY22 pilot and continue to scale Right to Counsel, which guarantees legal representation in Landlord-Tenant Court to tenants with low income. The program rollout will target areas that have been the hardest hit by the eviction crisis, which are predominately Black neighborhoods. HHS will also work with the Municipal Court to embed the eviction diversion program into its standard Court systems.

▲ **Youth Residential Placement Task Force Implementation:** HHS will coordinate the launch of the new Crisis Access Link Model (CALM), creating critical connections between child welfare and behavioral health systems for youth/caregivers experiencing by adding additional staff to Community Behavioral Health’s existing Child Mobile Crisis Teams. CALM will serve youth at risk for—or have recently experienced—removal from their home.

▲ **Vision Zero:** OTIS will continue to deploy infrastructure projects that result in safer streets. OTIS will work with the Streets Department to plan and deliver additional Neighborhood Slow Zones, Safe Routes to School projects, and other complete streets projects.

▲ **Roosevelt Boulevard Transit:** OTIS will work with the Streets Department and PennDOT to bid and start construction of Direct Bus B stations, bringing Direct Bus service along the Boulevard from the Frankford Transportation Center to the Wissahickon Transportation Center. OTIS will also upgrade the existing Direct Bus A stations with improved passenger amenities including real-time information displays.

▲ **Infrastructure Bill:** OTIS will lead a whole-of-government approach to take full advantage of the Infrastructure Investment and Jobs Act, including choosing projects that advance racial equity and reduce climate change impacts and build wealth and jobs for residents and building internal capacity to successfully compete for grants and deliver projects.

▲ **Opioids Response:** HHS and ORU will support efforts to address the opioid crisis by creating specific prevention strategies focused on Hispanic and non-Hispanic Black Philadelphians; developing a strategy to solve street homelessness in Kensington and improve the quality of life for neighbors who have been disproportionately impacted by the opioid epidemic; work with the First Judicial District, District Attorney, and Public Defender

: to relaunch the Accelerated Misdemeanor Program (AMP) to divert offenders with low-level misdemeanor arrests to treatment services; coordinating a peer-based program that provides follow-up after a non-fatal overdose through a harm reduction lens; reducing instances neonatal abstinence syndrome through targeted case management, linkages to home visiting programs and early intervention programs; increasing access to substance use treatment assessments by expanding to new low-barrier partnerships; and pursuing permanent closure of drug corners and activation of community spaces in hot-spot neighborhoods; and scaling Philadelphia's Alternative Response Unit-2 to support care-coordination and access to harm reduction supplies following non-fatal overdoses.

## **FY23-27 STRATEGIC INITIATIVES**

**Criminal Justice & Public Safety (CJPS):** : CJPS will advance a sustainability plan for the Philadelphia Roadmap to Safer Communities' violence reduction and criminal justice reform initiatives. CJPS will do this by continuing to collaborate with and support key stakeholders in City and federal governments, area institutions, and especially impacted communities. CJPS will also continue to support community organizations and leaders with the goal of having more vulnerable youth connected and thriving, stronger partnerships between City agencies and the neighborhoods most impacted by gun violence, and smoother coordination of City services.

**911 Triage & Responder Strategy:** The 911 Triage & Responder Strategy team will further integrate trained mental health professionals into Police and Fire operations to develop health-centered responses to behavioral health crises in the City and expand operations to 365 24/7.

**Safety and Justice Challenge:** Philadelphia's criminal justice partners will implement additional initiatives to create alternatives to cash bail, reduce the number of people in jail on a probation detainer, improve case processing, increase community-based supports for justice-involved people who have substance use disorders and/or serious mental illness, reduce racial disparity in the justice system, and foster meaningful community engagement.

**Philadelphia Juvenile Assessment Center and Youth Arrest Reform Project (JAC/YARP):** JAC/YARP will implement pre-arrest diversion drop-off centers instead of holding youth at police districts; eliminate re-arrest process for direct file juveniles who are re-slated from adult to Juvenile Court; and support the development of a trauma-informed, juvenile-only arrest processing location with trauma-informed staff to assist youth and families.

**Police-Assisted Diversion:** PAD will expand to a citywide model that operates seven days per week and in which the process of diverting low-level arrests to health service providers is standard practice. PAD will also expand its service hub's hours of operations and resources.

**Rebuild:** The General Services, Arts, & Events cluster will continue to expend the \$86.5 million in revenue that was generated through the first bond issuance for Rebuild, supported by the Philadelphia Beverage Tax. Rebuild will launch or complete all Rebuild-funded projects at the 72 facilities that have been approved by City Council. MDO will continue to provide opportunities for diverse Philadelphians to gain access to careers with local construction unions, to support local, diverse businesses in their efforts to gain work on Rebuild projects and become certified as minority- or woman-owned businesses.



**REBUILD: EAST POPLAR PLAYGROUND - OVERHEAD**

**Vision Zero:** OTIS will continue to work towards zero traffic deaths on Philadelphia streets by advancing the Vision Zero capital plan projects. OTIS will also work with State legislators and City Council on measures to reduce traffic speeds through more local control and an expansion of automated enforcement.

**Transit First – Indego:** Indego will more than double the system size to 350 stations through a public-private partnership that brings in \$19 million in private capital while maintaining a focus on equity and inclusion.

**Great Streets High Quality Bike Network:** OTIS will work with partners to plan, design, and construct over 40 miles of protected bike lanes and release a city-wide bike network vision.

**Opioid Response Unit:** ORU will track on prevention, treatment, public safety, and community impact strategic goals to address the opioid epidemic as outlined in the [ORU Action Plan](#). Strategic goals include scaling alternative response units, expanding mobile medication assisted treatment, scaling police-assisted diversion, and pursuing the permanent closure of drug corners and activating community spaces in hotspot neighborhoods.

## **PROGRAM 2: OFFICE OF EMERGENCY MANAGEMENT (OEM)**

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### **PROGRAM DESCRIPTION**

The [Office of Emergency Management \(OEM\)](#) creates a prepared and resilient Philadelphia by leading a collaborative emergency management program that engages the public, governments, non-profit organizations, and the private sector to prepare for and respond to emergencies and disasters.

## RECENT ACCOMPLISHMENTS



### **EQUITABLE AND ACCESSIBLE VACCINE**

**DISTRIBUTION:** With the COVID-19 vaccines becoming available in late 2020,

OEM supported the City's vaccination efforts, which included administering over 350,000 vaccinations at the Pennsylvania Convention Center and Esperanza Community Vaccination Centers and operational support to another 537 clinics across Philadelphia.

To ensure more equitable access to vaccinations,

OEM developed a free transportation option for 24,000 SEPTA and SEPTA CCT riders; scouted and assessed over

100 potential community-based sites; and developed supports at clinics for persons with access and functional needs (interpreted welcome videos and sensory spaces).



**VACCINATION SITE AT THE PENNSYLVANIA CONVENTION CENTER**



**SECURED DISASTER RESOURCES:** OEM secured a second FEMA Regional Catastrophic Preparedness Grant for emergency planning; advocated for Small Business Association (SBA) disaster loan programs to support residents and businesses impacted by the

July 12, 2021 flood event; and obtained a Presidential Disaster Declaration and SBA Disaster Declaration for residents, businesses, private non-profit organizations, and City departments impacted by or involved with the Hurricane Ida disaster, which has unlocked nearly \$60 million in recovery assistance to date.



**LAUNCHED HERRICANE:** Through partnership with the Institute for Diversity and Inclusion in Emergency Management, OEM sponsored Philadelphia's inaugural HERricane camp for girls, ages 13 to 17. In recognition that women and minorities are

underrepresented in emergency management, yet they make up a disproportionate amount of disaster survivors, this free camp introduced young Philadelphia women to the career field of emergency management.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percentage of in-person hazard-informed public preparedness outreach activities delivered in zip codes in the top third of the CDC/ATSDR Social Vulnerability Index and/or National Risk Index for Natural Hazards.	66.7%	40.0%	40.0%	
Percentage of FEMA core capabilities addressed through planning, organization, equipment, training, or exercises (POETE) by OEM-led initiatives.	66.0%	78.0%	78.0%	

## FY23 STRATEGIC GOALS

- ▲ OEM will continue to collaborate with City agencies and community partners to build a robust and effective emergency management community.



### FY23-27 STRATEGIC INITIATIVES

OEM will continue to collaborate with City agencies and community partners to build a robust and effective emergency management community. OEM’s vision is for an emergency management community that is well prepared, trained, and exercised; that takes proactive measures to mitigate risks and builds out disaster response services that meet the needs of all Philadelphians, especially minority and lower-income

communities, households with limited English proficiency, or persons with access and functional needs; and that, above all, is a emergency management community that is diverse, inclusive, and representative of Philadelphia residents.

## PROGRAM 3: POLICE ADVISORY COMMISSION (PAC)

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### PROGRAM DESCRIPTION

The [Police Advisory Commission \(PAC\)](#) is the official civilian oversight agency of the Philadelphia Police Department. The PAC is charged with helping foster a positive relationship between law enforcement and community members. The PAC accomplishes this goal by reviewing the policy, practice, and custom of the Philadelphia Police Department, distilling complex issues, and creating opportunity for dialogue. The office is working with key stakeholders to transition to the Citizens Police Oversight Commission, a new agency authorized by ballot measure.

### RECENT ACCOMPLISHMENTS

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**MEDIATION PROGRAM PILOT:** In collaboration with the PPD, the PAC launched a mediation program pilot program in early 2022 for low-level complaints against police officers. As part of the [Pathways to Reform, Transformation, and Reconciliation](#), the PPD committed to implementing the PAC's program as an alternate resolution to the traditional complaint process, with the intention of increasing trust and building mutual understanding between police and community.



**POLICE BOARD OF INQUIRY REPORT:** In May 2021—in collaboration with the PPD and an academic data analysis team—PAC released an in-depth [report](#) examining complaints against police across several years and highlighting possibilities for reimagining police disciplining. Findings and recommendations from the report were used and directly added to the most recent Fraternal Order of Police union contract.



**COMMUNITY ENGAGEMENT:** Each month, the PAC hosts public meetings to share information from the public and to receive feedback on policies and directives. As a result of COVID-19, PAC transitioned to virtual meetings, which have resulted in larger audiences than reached in-person.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Public Engagement: number of public meetings, forums, speaking engagements, and any other public actions sponsored or hosted by the PAC	13	20	20	
Percentage of complaints against police forwarded to the Police Department's Internal Affairs Division (IAD) within 5 business days of receipt <sup>1</sup>	95.0%	90.0%	90.0%	
Number of policy, practice, or custom review(s)/report(s)/opinion(s) issued by the PAC	22	8	8	

<sup>1</sup> 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.

## FY23 STRATEGIC GOALS

- ▲ Transition: The Citizens Police Oversight Commission legislation is a historic step for police oversight that will have a major impact on police reform in Philadelphia. PAC will support the transition into the new agency, ensuring it is smooth and that residents continue to receive excellent service.
- ▲ Mediation Program Pilot: PAC aims to host 20 mediation sessions in FY23.



### FY23-27 STRATEGIC INITIATIVES

PAC's primary focus is the fulfillment of the Citizens Police Oversight Commission (CPOC) legislation in which City Council laid out a robust plan to expand police oversight. To do so, PAC will expand staff, and add additional organizational units, including auditing/monitoring, investigation, policy analysis, legal, data, and community outreach units.

## PROGRAM 4: COMMUNITY LIFE IMPROVEMENT PROGRAM (CLIP)

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### PROGRAM DESCRIPTION

[Community Life Improvement Program \(CLIP\)](#) administers several programs dedicated to improving the appearance of neighborhoods through the eradication of blight, achieved by partnering with residents and businesses, to foster sustainable communities. CLIP is also committed to providing people with second chances, helping people to improve their lives, and supporting them in becoming a productive member of society. 32 percent of CLIP employees are returning citizens.

### RECENT ACCOMPLISHMENTS

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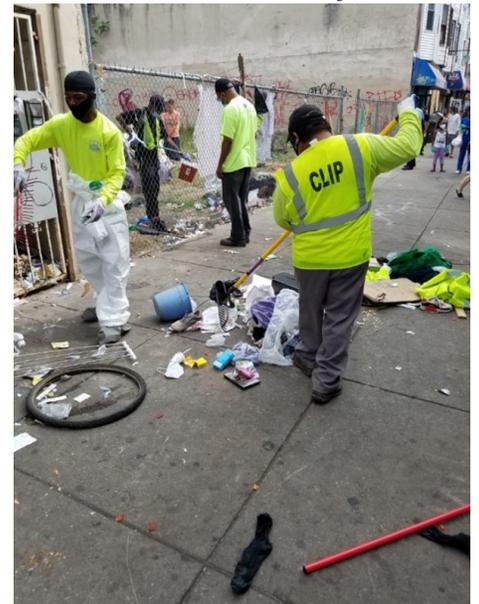
**SAME DAY PAY PROGRAM:** Managed by CLIP, the [Same Day Pay Program](#) is an accessible employment program that provides ten neighborhood residents—five of whom are experiencing homelessness—a two-week employment opportunity, after which work-ready participants are invited to work with Philadelphia Works, Inc. full-time alongside CLIP teams and, later, successful participants are invited to become full-time City employees at CLIP. So far, 19 people have completed this career path, and two people have been promoted to CLIP Crew Chiefs.



**DIVERSITY IN CLIP WORKFORCE:** CLIP proudly boasts a staff that is over 73 percent minority, contributing to the Mayor's goals of diversity and inclusion in the City of Philadelphia workforce.



**COMMUNITY SERVICE PROGRAM:** In the first six months of FY21, CLIP has completed nearly 7,500 community service projects, many of which were in Kensington, Fairhill, and Harrowgate and includes upgrades to and fencing at McPherson Square Park.



# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Graffiti Abatement: properties and street fixtures cleaned	108,156	135,000	135,000	
Community Partnership Program: groups that received supplies	831	500	500	
Community Service Program: citywide cleanup projects completed	7,428	4,200	4,200	
Vacant Lot Program: vacant lot abatements	9,150	10,000	10,000	
Vacant Lot Program: vacant lot compliance rate <sup>1</sup>	32.8%	>30.0%	>25%	
Community Life Improvement: exterior property maintenance violations	13,035	13,000	13,000	
Community Life Improvement: exterior property maintenance compliance rate <sup>2</sup>	67.1%	>62.0%	>62.0%	
Graffiti removal tickets closed within service level agreement of seven days	66.8%	>80%	>90%	
Number of nuisance properties and vacant lots abated	12,199	14,000	14,000	

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<sup>1</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. Vacant lot violation compliance by owners varies depending upon ownership, as many long-term owners are unaccounted for. Many of the owners' addresses in the eCLIPSE system are the actual vacant lot addresses, meaning that there are no owners on record. If the ownership of the vacant lots is known, the compliance rate tends to be higher. If the ownership of the vacant lots is not known, then the compliance rate is likely to be lower. In addition, due to additional staff from Philadelphia Works Inc (PWI) it does not take the Abatement Crews as long to get to lots on the list thus shortening the amount of time the owners have to clean it.

<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 the warmer/busy months, the compliance rate is higher due to volume of requests allowing for the owner to have additional time to clean his/her property.

## FY23 STRATEGIC GOALS

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- ▲ **Prioritize Diversity and Inclusion in the Workforce:** CLIP will continue to strive to hire employees who are representative of the City’s residents, ensuring all Philadelphians have access to employment pathways and opportunities to improve Philadelphia communities. CLIP will also continue to be a second-chance, providing guidance and support to ensure employees stay on the right path to a successful career.
- ▲ **Expand/Sustain Same Day Pay Program:** CLIP will continue to hire and mentor residents through the Same Day Pay Program, providing program participants with training and opportunities to become more successful and productive.



### FY23-27 STRATEGIC INITIATIVES

- ▲ Continue and expand the Same Day Pay Initiative to hire people experiencing homelessness and residents of low-income neighborhoods.
- ▲ Continue to partner with residents across the city and provide supplies and tools for community clean-up events.

## PROGRAM 5: ANIMAL CARE AND CONTROL TEAM (ACCT PHILLY)

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### PROGRAM DESCRIPTION

As Philadelphia’s only animal care and control provider, [ACCT Philly](#) provides shelter, care, and life-saving efforts for homeless, abandoned, and abused animals and protects the health, safety, and welfare of Philadelphians regardless of race or socioeconomic status. ACCT Philly serves more than 20,000 people and pets annually, responding to animal concerns and providing resources to help people keep their pets, adopt, foster, or volunteer. As a founding member of the Philadelphia No Kill Coalition, ACCT Philly is committed to working with the community and partners to being a resource to Philadelphia residents.

## RECENT ACCOMPLISHMENTS



**HIGHEST LIVE RELEASE RATE:** In January 2021, ACCT Philly achieved its highest live release rate in its history, with 92 percent of the dogs and cats it took in being returned to owners, adopted, fostered, or transferred to rescues instead of being euthanized.



**INNOVATIVE RETURN-TO-OWNER PROGRAM:** In 2021, as part of a national grant challenge that focused on increasing the number of pets reunited with their owners, ACCT Philly was awarded a grant for the most innovative return-to-owner program. By using new technology, increased community outreach, and proactive communications, ACCT Philly enabled and empowered community members to be part of helping people find their pets by inviting people to report animals they had found but not brought to the shelter on the ACCT Philly website.



**CONTINUITY OF OPERATIONS:** Throughout the COVID-19 pandemic, ACCT Philly has maintained 24/7 operations and never closed, despite having had a significant staffing reduction on multiple occasions due to COVID-19 exposures. ACCT Philly is the only animal organization in Philadelphia that has not had to suspend a significant service because of a COVID-19 exposure.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Life-saving rate	88.3%	90.0%	90.0%	
Number of city dog licenses issued	4,747	5,000	5,000	
Number of spay/neuter surgeries completed	5,102	5,000	5,000	

## FY23 STRATEGIC GOALS

- ▲ ACCT Philly will continue to provide shelter, care, and life-saving efforts for homeless, abandoned, and abused animals and protects the health, safety, and welfare of Philadelphians regardless of race or socioeconomic status.



## FY23-27 STRATEGIC INITIATIVES

ACCT Philly will continue to focus on providing shelter, care, and life-saving efforts for homeless, abandoned, and abused animals and protect the health, safety, and welfare of Philadelphians.

### PROGRAM 6: PHILLY311

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#### PROGRAM DESCRIPTION

[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 improve the quality of life for Philadelphians by providing world-class customer service for every method of contact, delivering accurate information and timely updates, and facilitating solutions to municipal problems.

#### RECENT ACCOMPLISHMENTS

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**COVID-19 SUPPORT:** During COVID-19, Philly311 provided critical support to residents through partnerships with:

- Philadelphia Housing Development Corporation to accept all rental assistance application calls. In FY22, rental assistance applications became 311's most requested service, yielding over 8,000 calls per month.
- Philadelphia Department of Health to schedule over 8,000 vaccine appointments and with SEPTA to provide hundreds of people transportation to their appointments.



**TECHNOLOGY IMPROVEMENTS:** Philly311 made improvements to its interactive voice response system to make 311 calls more accessible to people with limited English proficiency. In the first quarter of FY22, 2.69 percent of 311 callers selected the language access prompt.



**NEW ONLINE TRAINING:** Philly311 launched a new online training program for their neighborhood liaisons and partners to supplement their community engagement staff. The online training modules help neighbors learn how 311 works and how to use the 311 mobile application.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Median timeframe to answer calls (in minutes) <sup>1</sup>	5:02	< 4:00	< 4:00	
Percent of 311 Net Promoter Score (NPS) survey respondents who are "service detractors" <sup>2</sup>	43.9%	< 50.0%	< 50.0%	
Percent of contacts who utilize mobile and web applications to contact 311 <sup>3</sup>	52.5%	>50.0%	>50.0%	
Average score for tickets and phone calls monitored by 311 supervisors <sup>4</sup>	88.0%	>86.0%	>86.0%	

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<sup>1</sup>This metric provides a realistic expectation of how long the public could expect to wait for a call to get answered.  
<sup>2</sup>Philly311 continues to prioritize customer service. Philly311 has dedicated additional staff to focus on survey process. Philly311 responds to every survey taker and provides comments and additional service in accordance with their needs.  
<sup>3</sup>This measure refers to the number of contacts using mobile and web applications to contact 311.  
<sup>4</sup>Agents are scored on a six-point scale and are graded by pass/fail. 311 has dedicated additional resources to the quality assurance and control process.

## FY23 STRATEGIC GOALS

- ▲ Implement a new cloud-based telephone system and softphone, allowing staff to provide better customer service remotely.
- ▲ Partner with Department of Public Property to complete the new training center in City Hall, enabling staff to be better training.

## FY23-27 STRATEGIC INITIATIVES

- Philly311 will:
- ▲ Advance customer service initiatives by continuing to add new online training modules and work with service partners to create new service requests and streamline processes.
  - ▲ Establish and administer stand-alone 311 call center trainee and 311 supervisor lists and tests.
  - ▲ Launch new mobile and web applications to raise mobile/web usage over 50 percent from around 45 percent and allow phone service levels to be met.
  - ▲ Enhance remote operations by building infrastructure and deploying changes to employee technology and equipment.

## PROGRAM 7: OFFICE OF SPECIAL EVENTS

### PROGRAM DESCRIPTION

The [Office of Special Events \(OSE\)](#) 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.

### RECENT ACCOMPLISHMENTS



**REBOUNDED EVENTS AND GATHERINGS:** OSE managed a return to pre-pandemic levels of service and obligations relating to special events and public gatherings. Between May 2021 and December 2021, OSE has processed 734 event applications—as a point of comparison, in calendar year 2019, the last full year for which data is available, 1,618 applications were processed, suggesting a return to a near- pre-pandemic application levels.



**PHILADELPHIA MARATHON WEEKEND:** OSE successfully managed planning, operations, and logistics for 2021 Philadelphia Marathon Weekend, overcoming a truncated planning window while ensuring public safety by adhering to the COVID-19 guidelines. The Marathon Weekend welcomed over 25,000 runners across three races.



**MADE IN AMERICA FESTIVAL:** OSE successfully managed planning and operations for the 2021 Made in America Festival, overcoming a truncated planning window while ensuring public safety by adhering to the COVID-19 guidelines. The 2021 Made in American Festival welcomed over 70,000 attendees over a two-day period, with no significant issues reported.

### PERFORMANCE MEASURES

#### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of applications processed <sup>1</sup>	734	1,200-1,500	1,600	

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<sup>1</sup>Tabulated at calendar year-end plus lagging one quarter.

## FY23 STRATEGIC GOALS

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- ▲ Further develop and streamline practices and protocols for dispatch and deployment of City-owned special event equipment.
- ▲ Implement a new application and permitting process by leveraging existing, City-licensed technology and software.

## FY22-26 STRATEGIC INITIATIVES

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OSE will:

- ▲ Continue to build and enhance strategic partnerships with the region's hospitality, transportation, and public safety organizations.
- ▲ Develop updated special event policy to better manage permitting and delivery of City services and equipment.
- ▲ Review special event fee structure to ensure rates are competitive with other major cities.
- ▲ Work with residents and other key stakeholders to prepare for the 2026 USA250 events and the United States Semi quincentennial Celebration for which Philadelphia will play a major role.

## PROGRAM 8: OFFICE OF IMMIGRANT AFFAIRS

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### PROGRAM DESCRIPTION

The [Office of Immigrant Affairs \(OIA\)](#) promotes the well-being of Philadelphia's immigrant communities by developing policies and programs that increase access to opportunity, services, and information. 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.

## RECENT ACCOMPLISHMENTS



**COMMUNITY ENGAGEMENT:** OIA fully integrated the Mayor’s Commission on Asian Pacific American Affairs and the Mayor’s Commission on African and Caribbean Immigrant Affairs into the office’s portfolio, deepening OIA’s awareness of issues impacting these communities and informing key policy and programming areas. These Commissions respectively launched:

- ▲ The Asian American and Pacific Islander (AAPI) Strategy Group, creating a comprehensive response to the concerns of hate and violence impacting the AAPI community.
- ▲ The Black Immigrant Capacity Building Project—funded by the Philadelphia Foundation for \$550,000 over two years—to support the growth of non-profit institutions led by African and Caribbean leaders in Philadelphia.



**LANGUAGE ACCESS ENHANCEMENTS:** OIA selected a cohort of language access vendors that can meet the City’s translation and interpretation needs at competitive rates. OIA piloted several program enhancements, including the launch of an Intranet site accessible for employees with key handouts related to language access, bilingual tutorial videos for applications for City programs, and Friday office hours open to City staff. OIA was also awarded an Operations Transformation Fund grant to improve the quality of translations on phila.gov.



**GROWTH OF IMMIGRANT LEGAL DEFENSE PROGRAM:** The City increased its financial investment in the Pennsylvania Immigrant Family Unity Project’s universal representation program from \$100,000 in FY20 to \$300,000. Since the program’s launch in October 2019, attorneys have provided legal representation to 105 residents facing detention and deportation, resulting in 32 percent of clients with cases completed in immigration court being allowed to stay in the U.S.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of translated documents	1,390	1,400	1,400	
Number of LEP transactions	88,581	65,000	65,000	

## FY23 STRATEGIC GOALS

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- ▲ Develop a citywide immigrant integration plan that intersects with existing efforts for City planning and post-pandemic economic recovery in the region. The plan will need to detail strategies to improve the City's welcoming infrastructure to more systematically and compassionately welcome Afghan evacuees, and other immigrants, refugees, and asylees.
- ▲ Expand legal defense for Pennsylvania residents facing deportation or detention, and enable more residents to remain in Philadelphia
- ▲ Assess the region's immigration legal services landscape to explore opportunities to expand legal capacity and increase access to quality and affordable legal services for immigrants in Philadelphia. This includes integration of the universal representation program led by the Pennsylvania Immigrant Family Unity Project with the School District of Philadelphia's efforts in implementing the Welcoming Sanctuary Schools protocols.
- ▲ Strengthen language access policies and expand the development of innovative strategies for language services expansion that enhance access to City services for multilingual residents.

## FY23-27 STRATEGIC INITIATIVES

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The Office of Immigrant Affairs will:

- ▲ Lead the City's advocacy for federal and state policies that advance the City's welcoming policies and promote the wellbeing of immigrant communities.
- ▲ Strengthen the City's local welcoming infrastructure to improve the integration of new immigrants.
- ▲ Emphasize immigrant inclusion in ongoing COVID-19-related economic recovery efforts.
- ▲ Ensure that multilingual residents have equal access to City services by enhancing language access policies and expanding the City departments' utilization of the language access program.
- ▲ Educate immigrant workers, their employers, and immigrant business owners on their rights and the resources available.

## PROGRAM 9: OFFICE OF VIOLENCE PREVENTION (OVP)

### PROGRAM DESCRIPTION

The [Office of Violence Prevention \(OVP\)](#) implements violence prevention strategies and initiatives that strive to prevent, reduce, and end violence—particularly gun violence—in Philadelphia. Working in close partnership with law enforcement, City agencies, and the community, OVP works to build the needed coalitions to advance effective prevention policies and programs citywide, while increasing awareness about what works and building on the strengths in communities to promote a culture of nonviolence.

### RECENT ACCOMPLISHMENTS



**TARGETED OUTREACH** In FY21, conducted 2,457 targeted outreaches through home visits for people who are at high-risk of being involved in gun violence.



**GROUP VIOLENCE INTERVENTION:** In the first quarter of FY22, engaged 161 people who are at high-risk of being involved in gun violence in Group Violence Intervention via custom notifications or call-ins.



**SERVICE PROVIDER REFERRALS:** In the first quarter of FY22, made 606 referrals to service providers for people who are at high-risk of being involved in gun violence.

### PERFORMANCE MEASURES

#### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of home visits conducted to engage high risk individuals in services	2,457	2,400	2,400	
Number of referrals made to service providers for high risk individuals	904	1,500	1,500	
Percent of clients assigned to Violence Prevention Partnership (VPP) involved in a shooting or homicide	3.2%	< 20%	< 20%	
Number of high-risk individuals engaged in via Custom-Notification or Call-In for Group Violence Intervention (GVI)	587	560	600	

## FY23 STRATEGIC GOALS

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- ▲ Increase the number of people who are at the highest risk of being involved in gun violence referred and connected to needed services and support across OVP programs, including the Group Violence Intervention (GVI), Community Crisis Intervention Program (CCIP), and the Violence Prevention Partnership.
- ▲ Enhance the level of coordination and collaboration among City departments and agencies to deliver the services and supports to the people and places most at risk of gun violence.

## FY23-27 STRATEGIC INITIATIVES

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In support of the Philadelphia Roadmap to Safer Communities, OVP will continue to improve the coordination and alignment of resources to achieve the Administration's goal of reducing yearly homicides by 30 percent (from the baseline of 486 homicides in 2020) and shootings by 25 percent (from the baseline of 3,957) by the end of calendar year 2025. In FY22, the City saw a significant increase in gun violence, which requires a redoubling of existing efforts; new approaches; and continued close partnership with law enforcement, Department of Public Health, other City departments, and stakeholders.

OVP will identify public and private funding to expand the City's capacity to provide more transitional and full-time employment opportunities for individuals at the highest risk of gun violence. OVP will also focus on engaging and connecting with youth, young adults, and families who are impacted by community violence by:

- ▲ Expanding GVI and other evidence-based violence prevention initiatives into more neighborhoods.
- ▲ Employing proactive strategies aimed at fostering meaningful relationships with Philadelphia's most violent communities by using CCIP teams to steer those involved in criminal activities into alternate choices (education, employment, and counseling); mediating neighborhood conflicts; and responding to neighborhood crisis to provide support to those impacted.
- ▲ Engaging and building stronger partnerships with key allies to promote greater support for violence prevention.

# PROGRAM 10: TOWN WATCH INTEGRATED SERVICES (TWIS)

## PROGRAM DESCRIPTION

[Town Watch Integrated Services \(TWIS\)](#) 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. TWIS supports schools by conducting mediation sessions with students and addressing neighborhood issues that prevent them from attending school. TWIS volunteers support Safe Corridor Program, the Town Watch street patrol, crime prevention education, and community beautification projects.

## RECENT ACCOMPLISHMENTS



**EXPANDED TOWN WATCH GROUPS:** TWIS established patrolling Town Watch groups in Center City, Kensington, Port Richmond, and Frankford and revitalized and increased the number of Town Watch groups in the Southwest, West, East, Northwest, and Central police divisions.



**SCHOOL STUDENT SAFETY:** Building off a strong relationship with the School District of Philadelphia, TWIS hosts monthly safety meetings for Northwest Philadelphia schools. TWIS also manages safe corridors at six Kensington schools and has organized and trained volunteers at schools throughout the city.



**COMMUNITY EVENTS:** TWIS continues to engage with the community through community events. TWIS hosted five National Night Out events across the city, coordinated community bike rides in North and West Philadelphia, and coordinated community clean-up events throughout the city.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Average Weighted Community Engagement Score across the five Police Service Areas (PSAs) <sup>1</sup>	5.5	7.5	7.5	
Total new members in the five Police Service Areas (PSAs)	1,318	1,069	1,069	

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<sup>1</sup>Methodology: Activate Town Watch Group: 3 points; Crime Rates Reduced 6 months after Town Watch process starts: 4 points; Community/TWIS events: 3 points. PSA = Police Service Area - Police Service Areas fall within Police Districts across the City but are smaller in size within the larger district covered by PPD.

## FY23 STRATEGIC GOALS

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▲ TWIS will develop stronger partnerships with community organizations to increase participate in school safety programs and establish a strategic plan focused on diversifying community supports, incorporating a long-range sustainability plan, and increasing overall civic engagement in neighborhood most vulnerable to gun violence.

## FY23-27 STRATEGIC INITIATIVES

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In support of the Philadelphia Roadmap to Safer Communities, TWIS will expand volunteer recruitment to increase community engagement and support crime reduction.

## PROGRAM 11: MUNICIPAL ID PROGRAM

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### PROGRAM DESCRIPTION

The [Municipal ID Program](#) introduces the “PHL City ID,” an optional, secure, and affordable government-issued photo identification card for anyone living in Philadelphia or working for the City of Philadelphia. Cardholders have access to benefits, discounts, and memberships through City partnerships with banks and credit unions, local businesses, healthcare providers, museums, entertainment venues, and cultural institutions.

### RECENT ACCOMPLISHMENTS

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**IDS ISSUED:** To date in FY21, the Municipal ID Program has issued 12,145 PHL City IDs, including 1,611 to City employees.



**COVID-19 RECOVERY:** The Municipal ID Program recovered to their pre-pandemic card issuance numbers, expanded pop-up mobile sites to 126; and increased the participation of business partners who promote the acceptance of PHL City ID and provide discounts.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of Philadelphia residents, including City employees, successfully receiving a PHL City ID	6,728	10,000	12,000	
Number of PHL City ID mobile sites staffed/attended	55	40	48	
Revenue collected from issuance of PHL City ID	\$53,811	\$77,500	\$93,000	

## FY23 STRATEGIC GOALS

- ▲ Promote PHL City ID as a government-issued ID that decreases barriers in accessing critical services and benefits and increase the acceptance of the PHL City ID throughout Philadelphia.
- ▲ Increase access to PHL City IDs by expanding pop-up mobile sites and partners.
- ▲ Increase the number of PHL City benefit partners by engaging more businesses and cultural institutions.

## FY23-27 STRATEGIC INITIATIVES

The Municipal ID Program will promote the PHL City ID as a welcoming identification card that is inclusive of all Philadelphians by lowering barriers to critical services and offering benefits. The Municipal ID Program will do this by increasing and expanding pop-up mobile sites to issue more PHL City ID in neighborhoods with the most need and by reengaging former and adding new benefits partners during the post-pandemic recovery.

## PROGRAM 12 :OFFICE OF ARTS, CULTURE, AND CREATIVE ECONOMY

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### PROGRAM DESCRIPTION

The [Office of Arts, Culture, and the Creative Economy \(OACCE\)](#) strives to close the gap in access to quality cultural experiences and creative expression. OACCE accomplishes this by supporting and promoting arts, culture, and the creative industries; linking local artists and cultural organizations to resources and opportunities; and commissioning public art, which reflects the diversity of Philadelphia’s residents and visitors and its rich cultural landscape.



**ILLUMINATE THE ARTS GRANT:** OACCE and the Arts and Culture Task Force (Task Force) distributed \$1,002,400 to 645 local individual artists, small and mid-size non-profit arts organizations, and small creative enterprises through the Illuminate the Arts Grant. The Illuminate the Arts Grant sought to financially uplift Philadelphia’s creative sector and support disadvantaged communities, particularly Philadelphia’s Black and Brown communities, that have been disproportionately impacted by the COVID-19 pandemic.

- ▲ Sixty-two percent (62 percent) of awardees reside in disadvantaged communities.
- ▲ Fifty-five percent (55 percent) of individual artists awardees were artists of color.
- ▲ Creative enterprise awardees reported a loss of 64.6 percent in revenue from 2019 to 2020.
- ▲ Seventy-one (71 percent) of small arts organizations did not receive any other COVID relief funds from the City of Philadelphia.



**NEIGHBORHOOD ARTS PROGRAMS:** OACCE’s Neighborhood Arts Programs supports free outdoor creative events by providing equitable support for individual artists and arts organizations to provide cultural activities in communities throughout the city. The program also supports access to the arts in Philadelphia’s communities by providing safe, affordable, and accessible cultural experiences for all Philadelphians. Through the Neighborhood Arts Programs, OACCE supported 144 performances; provided \$143,459 in support to 897 local artists and cultural organizations; and attracted 20,920 estimated attendees.



**COMMUNITY ENGAGEMENT:** To date since FY21, OACCE aided 12,767 Philadelphians in providing input into public art projects through a robust community engagement process that includes in-person community meetings, virtual meetings between artists and community members, as well as online surveys and telephone surveys to reach those without computer access. OACCE’s community engagement also generated an increased awareness of public art opportunities for local artists—now, Philadelphia artists represent almost one-third of all artists applying for public art projects.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of performances	12	150	90	
Public Engagement	11,285	2,700	3,000	
Number of artists supported	135	1,460	1,390	
Attendance at OACCE's activities	5,403	9,800	12,000	
Arts Access	81,504	120,000	150,000	

## FY23 STRATEGIC GOALS

OACCE will continue to help Philadelphia’s arts and culture sector recover from the continued devastating impact of COVID-19 to fully return to their creative practice and earning income and will continue to uplift and bring together communities through the arts. Specifically, OACCE will:

- ▲ Continue to close the gap in access to quality arts and culture experiences by supporting and funding Philadelphia’s artists and arts organizations to offer free Neighborhood Arts Programs and resuming indoor programs as COVID-19 restrictions allow.
- ▲ Finalize and implement the Landmarks and Monuments Review Process to allow the public to request the removal, renaming, or recontextualizing any landmark or monument that represents a history of racism, bigotry, or colonialism. The goals of this process include commissioning monuments and new permanent public artworks that reflect the diversity of Philadelphia’s neighborhoods.

## FY23-27 STRATEGIC INITIATIVES

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OACCE will support, promote, and elevate Philadelphia’s artists and arts organizations to help improve the City’s economy and heal Philadelphia’s communities as the City continues to recover from the impacts of COVID-19. The Neighborhood Arts Programs will help artists financially while providing communities opportunities to participate in unique cultural experiences that strengthen residents’ connections with one another and their pride in the city.



# MAYOR



## PROGRAMS

**MAYOR, CHIEF OF STAFF, AND EXECUTIVE OFFICE**  
**POLICY, LEGISLATION, AND INTERGOVERNMENTAL AFFAIRS**  
**COMMUNICATIONS AND DIGITAL**  
**PUBLIC ENGAGEMENT**  
**DIVERSITY, EQUITY, AND INCLUSION**  
**INTEGRITY OFFICE**  
**CITY REPRESENTATIVE**



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/MAYOR/](https://phila.gov/departments/mayor/)

## MISSION

The Mayor is the Chief Executive of the City of Philadelphia and responsible for setting the agenda and priorities for the executive branch of the government. The Office of the Mayor is tasked with ensuring the Mayor's priorities are disseminated to the rest of the Administration for implementation, and clearly communicated to City Council, other governments, and the people of Philadelphia.

# BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	5,574,446	5,892,600	5,920,633	6,123,607	6,123,607	6,123,607	6,123,607	6,123,607
<b>Class 200 - Contracts/ Leases</b>	828,369	780,260	880,260	815,680	765,680	765,680	765,680	765,680
<b>Class 300/400 - Materials, Supplies, Equipment</b>	6,259	41,341	31,341	31,341	31,341	31,341	31,341	31,341
<b>Class 500 - Indemnities/ Contributions</b>	71,000	0	0	0	0	0	0	0
<b>Total</b>	6,480,074	6,714,201	6,832,234	6,970,628	6,920,628	6,920,628	6,920,628	6,920,628

## PROGRAM 1: MAYOR, CHIEF OF STAFF, AND EXECUTIVE OFFICE

### PROGRAM DESCRIPTION

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.

### RECENT ACCOMPLISHMENTS



**LED THE ADMINISTRATION IN IMPLEMENTING THE MAYOR'S PRIORITIES:** Ensured the cabinets and departments met major goals and benchmarks and worked collaboratively to advance the Mayor's goals around creating: a Safer and More Just Philadelphia; Quality Education for All; Health Equity for All; Inclusive Economy and Thriving Neighborhoods; and, Diverse, Inclusive, Efficient, and Effective Government.



**DIRECTED PANDEMIC RESPONSE:** Coordinated leadership departments to ensure all City resources were utilized to effectively meet needs of residents during the unprecedented COVID-19 pandemic.



**DROVE STRATEGIC INITIATIVES:** Worked to manage strategic initiatives, like Racial Equity, throughout the government so that they are aligned to key Administration goals and that their progress is reported regularly to the Mayor, residents of the city, and other stakeholders.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Average response time to scheduling requests (days)	6.3	7	7	

## FY23 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.
- ▲ Continue providing meaningful opportunities for all Philadelphians to interact with the Mayor and his Administration.



### FY23-27 STRATEGIC INITIATIVES

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 lead the City through the COVID-19

pandemic by ensuring best practices are implemented that will continue to keep residents, the workforce, and employees safe.

## PROGRAM 2: POLICY, LEGISLATION AND INTERGOVERNMENTAL AFFAIRS

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### PROGRAM DESCRIPTION

The Office of Policy, Legislation, and Intergovernmental Affairs 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, reviews, and crafts testimony for all pieces of legislation, and is a close partner in working with City Council to create the best outcomes for all Philadelphians. The Intergovernmental Affairs team works to foster clear, constructive, and consistent communication between and among local, state, and federal government entities and elected officials. This team also advocates to the state and federal governments for the policies and funding needed to achieve equitable outcomes for all Philadelphians.

### RECENT ACCOMPLISHMENTS

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**MAXIMIZED PHILADELPHIANS’ UPTAKE OF THE CHILD TAX CREDIT:** In collaboration with the Office of Community Empowerment and Opportunity and community partners, the Policy team worked to ensure as many Philadelphians as possible claimed the newly expanded Child Tax Credit, with a particular focus on reaching non-filing households most at risk of missing out. To reach these families, the City used data from the Department of Human Services to identify a list of children in potentially non-filing households and conducted targeted direct outreach via phone, text, and mail. The effects of this outreach will be evaluated with the federal Office of Evaluation Sciences and the Internal Revenue Service’s Taxpayer Research Unit to determine which type of outreach was most effective at supporting uptake of the Child Tax Credit.



**COORDINATED CITYWIDE PREPARATION FOR FEDERAL INFRASTRUCTURE**

**INVESTMENT:** The Mayor’s Policy Office convened internal and external partners to align on critical infrastructure priorities and position Philadelphia to benefit as much as possible from federal infrastructure resources that will become available via the Infrastructure Investment and Jobs Act. A leadership committee is also developing processes to ensure that Philadelphia’s infrastructure projects advance racial equity, support quality jobs for Philadelphia residents, and address the critical challenges of climate change.



**SUPPORTED RESIDENT ENGAGEMENT VIA SURVEYS:** To help City departments understand residents’ experiences or concerns, the Mayor’s Policy Office advised on the creation of surveys and supported analysis of results. The Policy Office also began work advising the Budget Office on construction of focus groups to ensure they are

representative of the City’s demographics and on an RFP to provide City departments access to more representative survey results, after identifying consistent biases in the demographics of the people responding to opt-in surveys in 2021.



**COORDINATED LOCAL LEGISLATIVE POLICY:** The Legislation Team supports the Mayor’s priority of maintaining an open flow of communication between City Council and the Administration. The Legislative Team meets bi-annually at the start of each legislative session to track City Council legislative priorities and ensure that Administration departments are informed and providing the appropriate support. The Legislative Team also leads weekly meetings with legislative staff from across the Administration. These regular touchpoints allow legislative staff to stay informed and share information to break siloes and ensure there are open lines of communication between departments and support the development of coordinated Administration positions on key issues before City Council.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Administration-wide policy meetings	16	24	20	
Number of external partnerships	12	12	12	

## FY23 STRATEGIC GOALS

- ▲ Achieve passage of bills and resolutions that advance the joint priorities of the Administration and City Council.
- ▲ Maintain productive working relationships with City Council partners to achieve positive outcomes for all Philadelphians.
- ▲ 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.
- ▲ Support collaboration and data-driven decision-making on key cross-departmental initiatives, including the Roadmap to Safer Communities, Rebuild, the City’s Racial Equity strategy, and other mayoral priorities.

- ▲ Align and coordinate internal and external partners to position Philadelphia to maximize the impact of new federal investments, including funding from the Infrastructure Investment and Jobs Act.
- ▲ Conduct projects via the GovLabPHL initiative that utilize behavioral insights, rigorous evaluation methods, and/or data analysis to improve City services, in collaboration with City agencies and academic partners.

GovLabPHL is an initiative led by the Mayor’s Policy Office to advance the practical use of data and evidence across city government. The team is staffed with researchers and data analysts, but also manages external research and academic partnerships to support the city’s evaluation agenda.



### FY23-27 STRATEGIC INITIATIVES

The Office of Policy, Legislation, and Intergovernmental Affairs will continue to advance the Mayor’s policy agenda in partnership with City departments and other levels of government. Through the work of the Policy team, the GovLabPHL

initiative will continue to elevate the practical use of data and evidence across City government. The Policy team will also coordinate strategy and planning across high-priority mayoral initiatives.

## PROGRAM 3: COMMUNICATIONS AND DIGITAL

### PROGRAM DESCRIPTION

The Communications 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 the work of 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.

## RECENT ACCOMPLISHMENTS

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**COVID-19 AND VACCINE COMMUNICATIONS:** Continue to lead COVID-19 communications to inform residents about the pandemic and how to prevent the spread of the virus. The communications team continued to meet with the Health and Web teams frequently to discuss needed updates to messaging and functionality of the site and related pages. The website [phila.gov/COVID](https://phila.gov/COVID) garnered more than 4.2 million page views in calendar year 2021. The office also spearheaded, in coordination with the Department of Public Health, the successful #VaxUpPhilly campaign which has helped the city achieve a high vaccination rate: nearly 76 percent of adults are fully vaccinated, and 93 percent of residents 12 and older have received at least one dose.



**IMPLEMENTED MULTILINGUAL COMMUNICATIONS:** Worked to implement multilingual communications in the most spoken languages in Philadelphia with a concentration in Spanish and Simplified Chinese to cover Spanish, Cantonese, and Mandarin speakers, who comprise the majority of non-English speakers in the city.



**ONGOING DIGITAL AND SOCIAL STRATEGIC PLANNING:** The Office continues to host a monthly professional development convening for all City digital communications staff. In addition, the Office routinely provides guidance to departments on accessibility protocols when creating and disseminating digital materials. The Office also continued to compile new digital resources that departments can access for free or low-cost to promote City programs and services.



**EXPANDED MEDIA CONTACT AND PRESS DISTRIBUTION LIST:** Expanded the City's main press list to more than 2,000 local members of the media and stakeholders—a crucial way to keep the public informed about ongoing programs, resources, and initiatives. The Office also maintained a list of 300 national and international members of the media that was started in 2020.



**STANDARDIZED ORIENTATION FOR EMPLOYEES:** Built upon the existing standardized hiring procedure for communications staff—an orientation program the Office uses to recruit and onboard top communications talent into City government and train them for success.



**EXPANDED SOCIAL MEDIA REACH:** Worked to expand the City's social media reach. This has resulted in a 38,860 or 6.8 percent increase in followers across multiple social media platforms.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Engagement rate across platforms	4.8%	4.0%	4.0%	
Followers across @PhiladelphiaGov and @PhillyMayor social media platforms	594,056	10% increase from prior year	8% increase from prior year	

## FY23 STRATEGIC GOALS

- ▲ Strengthen communications and digital training, resources and coordination for all City department communications and digital staff—with an emphasis on accessibility in City communications.
- ▲ Continue to enhance citywide digital content on social media channels and in email programs through centralized support, creation and use of standardized materials and resources.
- ▲ Continue implementing a standardized hiring and orientation program to recruit and onboard high-quality, diverse communications professionals into City government and train them for success.
- ▲ Continue implementing multilingual communications, working with departments to create awareness of the importance of sharing critical messages in the most spoken languages in the city via press releases, blogs, and social media posts.

## FY23-27 STRATEGIC INITIATIVES

The Office will continue to lead interagency communications for initiatives related to COVID-19, public safety, and inclusive economic recovery in the wake of the pandemic. In addition, the Office will improve the knowledge and expertise of departmental staff by recruiting top communications talent, providing trainings and professional development, and offering direct consultation and feedback. The Office will also work with departments to enhance accessibility in all City communications and align all communications through the City’s racial equity lens. Additionally, the Office will work to improve cross-departmental 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. The Office will also support departments' rapid Spanish translation and offer orientation on how to engage with multicultural audiences. 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 resources for communicating directly with a wider audience of Philadelphians.

## PROGRAM 4: PUBLIC ENGAGEMENT

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### PROGRAM DESCRIPTION

The Office of Public Engagement (OPE) empowers people to create community-driven transformation by providing connections to tools and opportunities. The vision is for a government that is inclusive and equitable, that encourages collective participation and ensures an improved quality of life for every Philadelphian.

### RECENT ACCOMPLISHMENTS

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**LAUNCHED [COMMUNITY RESOURCE CORPS](#), AN ANTI-POVERTY INITIATIVE TO ADDRESS DIGITAL, DISABILITY, ECONOMIC, LANGUAGE, AND LITERACY BARRIERS:**

The CRC AmeriCorps program connects residents to City resources, including short term COVID-19 relief and long-term anti-poverty resources, is a workforce development opportunity for 27 community-based AmeriCorps members, and increases the City of Philadelphia's capacity to engage hard-to-reach communities through applying a trusted messenger model that more effectively connects with vulnerable populations.



**BUILT CAPACITY THROUGH THE DEVELOPMENT OF THE EQUITABLE COMMUNITY ENGAGEMENT (ECE) TOOLKIT:**

The ECE Toolkit is a City-wide initiative being led in partnership with the Service Design Studio that will transform how the City of Philadelphia government thinks about, plans for, and facilitates engagement with the communities it serves. Through a collaborative process, City practitioners, community groups, and systemically excluded community members have been engaging to co-design the Toolkit. The Toolkit will be used to train City agencies and departments on equitable ways to engage with the public.



**CREATED FURTHER OPPORTUNITIES FOR LONG-TERM ENGAGEMENT WITH ADVISORY COMMISSIONS AND THEIR NETWORKS:**

The five mayoral/advisory commissions – Philadelphia Commission on Women, Mayor's Commission on African American Males,

Mayor’s Commission on Faith-Based and Interfaith Affairs, Millennial Advisory Committee, the Youth Commission -- developed high quality programming that raised issues of critical importance for their target populations, increased presence and partnership with community organizations and thought leaders, and raised the visibility of their commissions with the general public.



**ADVANCED PUBLIC POLICY AND ADVOCACY ON ISSUES IMPACTING SYSTEMICALLY EXCLUDED POPULATIONS:**

OPE worked to uplift issues impacting women and girls to address wage equity and access to affordable housing for returning citizens being reunited with their children.

**PERFORMANCE MEASURES**

**FY23 PERFORMANCE MEASURES**

Measure <sup>1</sup>	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
High-touch equitable engagement hours (Commission meetings, external community partners, City agencies and employees)	N/A	Set baseline	2,187 hours	
Public-facing engagement hours (includes public programming, activities, events, VISTA service hours, CRC service hours, CE Academy, volunteer portal service commitments)	N/A	Set baseline	105,082 hours	
Number of internal stakeholders (City departments/offices) receiving capacity building support for engagement or equity	N/A	Set baseline	66	
Average open rate for all email campaigns	N/A	Set baseline	28.30%	

<sup>1</sup>The Office of Public Engagement redesigned their performance measures and therefore prior year data is not available.

**FY23 STRATEGIC GOALS**

- ▲ Continue providing impactful and relevant programming and content for residents using an equity lens and values.
- ▲ Facilitate stronger connections with advisory commissions to inform inclusive policies and programs coming from the Administration.
- ▲ Complete the development of the Equitable Engagement Toolkit and develop an implementation plan to reach additional departments throughout the City with this resource.
- ▲ Create an Indigenous Peoples’ Commission.

## **FY23-27 STRATEGIC INITIATIVES**

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OPE will continue managing a data-informed, coordinated, and quality engagement strategy for all OPE Offices and commissions to ensure that engagement and connections to City resources reach all communities, particularly systemically excluded communities. OPE will continue to host annual Commissions Convenings and briefings on key strategic priorities and will include additional advisory commissions housed in the Office of Diversity, Equity and Inclusion and Office of Immigrant Affairs. Additionally, OPE will facilitate additional opportunities for commissions to work together and with the Mayor's Office and Administration on key initiatives.

## **PROGRAM 5: DIVERSITY, EQUITY, AND INCLUSION**

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### **PROGRAM DESCRIPTION**

The Office of Diversity, Equity and Inclusion (ODEI) was renamed in [Executive Order 1-20](#) to the Office of Diversity, Equity, and Inclusion (DEI) to include the word "Equity" in the title, reflecting a strategic commitment to focus on equitable outcomes for the City's residents and employees, in addition to diverse representation and an inclusive environment. DEI launched the [City's Workforce Diversity, Equity and Inclusion Strategy](#), in partnership with the Office of Human Resources and City departments, requiring annual department plans on intentional efforts to increase underrepresented talent, implement diverse recruitment strategies, and build an inclusive culture. DEI also launched the City's Racial Equity Strategy, which creates a shared citywide framework for action to address institutional barriers that still perpetuate disparate community outcomes. The Mayor's Office for People with Disabilities (MOPD) and Mayor's Office of LGBT Affairs are situated in ODEI. ODEI also works to ensure that the City is working with diverse businesses to fulfill its needs for goods and services and advances the City's annual goal to reach 35 percent participation from minority, women, and disabled-owned business enterprises (M/W/DSBEs) on its contracts.

## RECENT ACCOMPLISHMENTS

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**ADVANCING WORKFORCE DIVERSITY, EQUITY AND INCLUSION:** Since 2016, as set forth in the [2021 Workforce Diversity Profile and Annual Report](#), the diversity of the City's exempt workforce has increased by 3.83 percent and the diversity of the executive exempt workforce—employees earning \$90,000 or greater—has increased by 7.3 percent. As of Fiscal Year 2021 the overall municipal workforce—including exempt and civil service positions—is composed of a majority of people of color (60 percent), and the city's population is 66 percent diverse.



**RACIAL EQUITY ASSESSMENTS AND ACTION PLANS:** In 2021, ten City departments completed the racial equity action planning process and identified actionable strategies to advance racially equitable impact in the City's workforce and communities. In 2022, an additional 13 departments completed plans. The plans help ensure that programs, policies, and resources account for the different conditions of the communities City government serves, including people with disabilities, LGBTQ individuals, women and households with low-income.



**THE OFFICE OF LGBTQ AFFAIRS:** The Office of LGBTQ Affairs has collaborated with key City departments to provide expanded sexual orientation and gender identity (SO/GI) options in the City's human resources system. City employees can voluntarily report their sexual orientation and gender identity so that they are included in the City's efforts to improve the diversity in its workforce.



**THE OFFICE OF PEOPLE WITH DISABILITIES:** The Mayor's Office for People with Disabilities has instituted a campaign to create more accessible meeting spaces for City departments. In early 2022, MOPD launched an interactive map to show where people with disabilities live throughout the city. The map will ensure that residents with disabilities are a leading data source for departments, City Council, and other community partners.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Internal meetings convened by the Mayor's Commission on People with Disabilities	8	15	15	
Meetings convened by the Commission on LGBT Affairs	9	12	12	
Department diversity and inclusion trainings held	19	50	50	
Department workforce review meetings	38	150	150	

## FY23 STRATEGIC GOALS

- ▲ Continue providing engaging programming and content for residents using an equity lens and values.
- ▲ Engage more deeply with advisory commissions to inform inclusive policies and programs coming from the Administration.
- ▲ Complete racial equity action planning for all City departments and create a framework for accountability, transparency and shared learning in connection with the City's race equity initiative.
- ▲ Implement a citywide DEI Plan Template that will allow the City to consistently track and measure progress toward diversity, equity and inclusion objectives across all departments reporting to the Mayor.
- ▲ Launch a dashboard that lives on the City's external webpage that provides monthly information on the status of the diversity of the workforce, by department.
- ▲ Promote the success of the City's first comprehensive budget equity process by publicly recognizing and supporting new and expanded race equity initiatives that are funded in the City's FY23 budget.
- ▲ Improve the diversity of the people serving on the Mayor's Commission on LGBT Affairs and increase the capacity of the Office of LGBT Affairs external engagement.
- ▲ Continue progress toward full implementation of ADA Transition Plan and increase the number of ADA modifications and corrective actions completed in compliance with the Plan.

## **FY23-27 STRATEGIC INITIATIVES**

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The Office of Diversity, Equity and Inclusion will continue to drive the City's workforce equity and racial equity initiatives with greater emphasis on standardizing and documenting best practices across the City. The workforce equity initiative will assist City departments in the development of tools to track and improve diversity in exempt employee hiring, retention, and promotion. The race equity initiative will complete the race equity action planning process with all City departments and ensure meaningful progress toward implementation of those plans. The Office will expand its public outreach by creating greater transparency and opportunities for community engagement relevant to its initiatives.

In addition, ODEI will more fully integrate its work across the Office of LGBT Affairs and the Mayor's Office for People with Disabilities with an aim of ensuring that employees and residents of all identities and abilities are fully and meaningfully included in the life and work of the city. The Office of LGBT Affairs will begin to track and improve the diversity of the City's LGBTQ workforce. MOPD will continue progress toward full implementation of the City's ADA Transition Plan. ODEI will work with relevant City offices to ensure that the City meets its inclusive contracting benchmarks. ODEI's primary focus will be to imbed DEI principles within the operation and infrastructure of City departments to ensure that progress toward a just and equitable city continues seamlessly across administrations. ODEI works to support the vision of the Budget Office, in parallel with the Administration's vision, to build a city where race is not a determinant of success, and everyone thrives, including LGBTQ+ individuals, women, people with disabilities, low-income households and other historically marginalized and underrepresented groups in Philadelphia. To help align the City's budget decisions with that vision, ODEI and the Budget Office have embedded a racial equity process in departments' budget call, including a set of racial equity questions and a budget equity committee designed to elevate strategies that are explicitly designed for racial equity. In centering a racial equity framework, the Budget Office and ODEI are working to not just eliminate racial disparities, but to increase the success for all groups.

## **PROGRAM 6: INTEGRITY OFFICE**

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### **PROGRAM DESCRIPTION**

The Integrity 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.

## RECENT ACCOMPLISHMENTS



**ANNUAL ETHICS TRAINING:** Executive branch leadership achieved significant compliance with annual ethics training and financial disclosure obligations.



**EDUCATION ADVISORIES:** The Integrity Office continues to develop and distribute plain language ethics-related educational advisories to executive branch leadership and the City's workforce.



**FINANCIAL DISCLOSURE:** Following an amendment to City Code updating financial disclosure provisions in March 2021, the Integrity Office assisted the Board of Ethics with related administrative matters and employee education prior to the 2021 filing deadline and worked with the Mayor's Office to issue an executive order mandating yearly ethics training for a broadened group of executive branch leaders.



**FINANCIAL INTEREST:** On behalf of the Administration, the Integrity Office successfully advocated for amendments to Board of Ethics Regulation 3 regarding City Statements of Financial Interest.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of advisories distributed to workforce (policy statements, generally applicable guidance, FAQs).	10	10	10	
Responses to gift inquiries within 48 business hours (percent).	100%	100%	100%	

## FY23 STRATEGIC GOALS

- ▲ Leading a working group of several agencies to update the City's documents and procedures related to vetting candidates for senior-level City positions and City Board and Commission members.
- ▲ Continue to develop and distribute additional workforce advisories.
- ▲ Work alongside the Board of Ethics and other relevant agencies to identify and fill ethics-related training needs across the executive branch.



## FY22-26 STRATEGIC INITIATIVES

The Integrity Office will continue its primary focus on monitoring, reviewing, and, as needed, intervening to ensure that operations within the executive branch comply with ethics rules and are conducted in an open and transparent manner. The Office will continue educating the executive branch workforce on ethics-related issues,

and work with the Board of Ethics and other relevant agencies to identify and fill ethics-related training needs. Additionally, the Office will continue to serve as an ethics advisor to the Mayor, the Cabinet, and all executive branch employees seeking guidance.

## PROGRAM 5: OFFICE OF CITY REPRESENTATIVE

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### PROGRAM DESCRIPTION

The Office of the City Representative (OCR) serves as the marketing and promotional department 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. OCR recognizes extraordinary residents and visiting dignitaries through ceremonial events and acknowledgements and represents the Mayor at public and virtual events. The OCR team works collaboratively with agencies and nonprofits to elevate Philadelphia's visibility and build the city's brand integrity to help support the attraction of visitors and new residents.

### RECENT ACCOMPLISHMENTS

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**CITY-WIDE SPECIAL EVENTS:** The OCR produced the annual Celebration of Freedom Ceremony on July 4th at Independence Hall in partnership with Welcome America Inc. and the White House team. OCR invited First Lady of the United States Dr. Jill Biden who served as keynote speaker and presented Dr. Ala Stanford with the Mayor's Magis Award. The program was broadcast live on NBC10 and the First Lady's appearance gained positive national media attention. In December, the OCR produced the annual City Hall Holiday Tree Lighting Ceremony, in person for the general public, and broadcasted live on 6abc. TV broadcast viewership averaged 267,000 persons compared to 195,000 in 2020 and 210,000 in 2019. OCR assisted in planning the first Visit Philadelphia Holiday Parade with diverse community groups proceeding from 2nd and Market St. to City Hall, held on December 4, 2021 and taped for broadcast by 6abc.



**COMMUNITY EVENTS:** OCR’s commitment to cultural diversity and community engagement has become more important than ever on local and national levels. OCR’s PHL Honors Diversity International Flag Raising program continues to see growth in interest and participation. Additional community ceremonial flag raisings outside of the PHL Honors Diversity program have also increased and included planning to host LGBTQ+ Pride, Trans Day of Remembrance, National Coming Out Day/LGBTQ History Month, Juneteenth, Indigenous People’s Day and International Day of Solidarity for People of Palestine. OCR supported virtual celebrations for the United Negro College Fund (UNCF) Mayor’s Masked Ball event, World Heritage Week and created the PAL Day at City Hall mentorship program as well as additional in-person activations such as the International Unity Cup Tournament and more.



**ELEVATED THE CITY’S VISIBILITY AND BRAND INTEGRITY:** The OCR team works proactively to elevate positive news, storytelling, and showcase events that encourage others to visit, stay over or do business in the City, while providing safe experiences. Through strong external partnerships, committees and board involvement, the City Representative and team provide thought leadership and contribute to the impact of partners’ critical work on behalf of the City. The OCR added value this year to other departments’ efforts as well as its own in marketing and communications, including creating the “VaxUpPhilly” slogan used by the Communications and Public Health departments in paid advertising to encourage residents to get COVID-19 vaccinations.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of special events	52	38	70	
International Engagement Cultural	30	25	40	
Number of events at which the Office of the City Representative represents the Mayor	55	42	85	

## FY23 STRATEGIC GOALS

- ▲ The Office of the City Representative (OCR) will continue to develop into an Events & Experience team, creating new experiences that can be fun, positive/good news, educational, or meaningful for residents and visitors, as well as cost effective and innovative. OCR will continue to align programs, talent, and partners through the City's racial equity lens. OCR will leverage partnerships with the local tourism/hospitality leaders: Visit Philadelphia, PHLCVB, and Welcome America Inc. among others, in these efforts but also create and develop them independently through the OCR team's creativity and passion.
- ▲ OCR will continue building on the strategic collaborations and external partnerships (such as Visit Philadelphia, PHLCVB, Philadelphia250, Global Philadelphia Association, Welcome America and Independence Visitor Center) to ensure the City receives positive visibility as a destination for visitors and for resident engagement, working closely with the Commerce department and international affairs team.
- ▲ OCR will continue using social media metrics and other low-cost or no-cost qualitative data to gauge what target audiences are interested in and most enjoy, so OCR can enhance or modify events, if needed.



### FY23-27 STRATEGIC INITIATIVES

Promoting and marketing the City of Philadelphia with good news stories remains a central focus of OCR's mission for FY23-27. Strategic partners are already planning and developing concepts for the semiquincentennial (250th) birthday of the nation in 2026, and the OCR team is participating in many of the formal conversations and planning work, as well as supporting the PHL Soccer2026 –FIFA World Cup bid serving on the social impact

council. Cultivating strong visitor demand for Philadelphia in general continues to be a focal point of OCR efforts with hospitality and tourism partners, to sustain the living wage jobs and career opportunities for residents. The OCR will continue to prioritize efforts that ensure an inclusive and racially equitable experience for residents and visitors.

# MURAL ARTS



## PROGRAMS

### MURAL ARTS



#### DEPARTMENT PAGE

[PHILA.GOV/DEPARTMENTS/  
MURAL-ARTS-PHILADELPHIA/](https://phila.gov/departments/mural-arts-philadelphia/)

[MURALARTS.ORG](https://muralarts.org)

## MISSION

Through participatory public art, Mural Arts Philadelphia inspires change in people, place, and practice, creating opportunity for a more just and equitable Philadelphia. Mural Arts Philadelphia envisions a world where all people have a say in the future of their lives and communities; where art and creative practice are respected as critical to sense of self and place; and where cultural vibrancy reflects and honors all human identities and experiences.

## BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	577,153	586,569	593,403	598,075	598,075	598,075	598,075	598,075
<b>Class 200 - Contracts/ Leases</b>	1,545,610	2,065,610	2,065,610	1,920,610	1,920,610	1,920,610	1,920,610	1,920,610
<b>Total</b>	2,122,763	2,652,179	2,659,013	2,518,685	2,518,685	2,518,685	2,518,685	2,518,685

## PROGRAM 1: MURAL ARTS

### PROGRAM DESCRIPTION

Mural Arts generates impact within individuals, communities, and systems through participatory public art projects that intersect the following five arenas: youth development, criminal justice reform, wellness, environmental sustainability, and civil discourse. Project decisions 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 adults enrolled in Art Education, Restorative Justice, and Porch Light programs.

### RECENT ACCOMPLISHMENTS



**RESTORATIVE JUSTICE:** The revitalization of the FDR Park Welcome Center was successfully completed, employing the Guild members, providing work/training time, and a space for the community's use. Mural Arts also completed the first Reimagining Reentry program that involved working with eight justice-impacted artists, and a major exhibition at the African American Museum of Philadelphia. The program received national press recognition. Finally, Mural Arts launched the Women's Reentry Program in the spring of 2021. Twenty-eight justice-involved women were engaged in designing the curriculum content and impact, identifying and working on major public art projects, and graduating from the four-month program. Continued a fellowship program for artists impacted by the justice system and launched the nation's first District Attorney Artist in Residence program, which engaged artist and former juvenile lifer James Hough to create artwork that expanded public awareness about the need for innovation in the criminal justice arena and highlighted efforts being spearheaded by the Philadelphia District Attorney's Office.



**PORCH LIGHT:** Continued to grow the Color Me Back program and provide same day work opportunities to individuals through projects in Center City, and more recently in Kensington. Over 1,000 participants have received payment, and many have shared that they felt they were saved by the program. In November 2021, Porch Light staff quickly replied to a call to support Afghan refugees arriving at the Philadelphia International Airport over a two-week period, with art activities and welcoming and directional signage. Afghan children were engaged in art-making, trauma-informed activities while they awaited processing by authorities. Additionally, Porch Light’s trauma-informed activities in the Kensington neighborhood have brought joy and hope through difficult times. The Kensington Storefront model, one of the Porch Light programs, remains a successful way of providing support to the community. Additionally, Porch Light will have a mobile unit dedicated to going to where art-centered support is requested, listening to the neighborhoods’ needs.



**COMMUNITY MURALS:**

Mural Arts employed 25 artists to design posters around the theme of getting vaccinated, promoting safety and getting back together with loved ones. Posters and signage with messaging around health and safety, as well as access to services, were designed in collaboration with Philadelphia artists. Many murals were completed and dedicated in different parts of Philadelphia but one that captures the essence of Community Murals is the Cecil B. Moore Freedom Fighters, by artists Felix St. Fort and Gabe Tiberino.



**CECIL B. MOORE PHILADELPHIA FREEDOM FIGHTERS © 2021 CITY OF PHILADELPHIA MURAL ARTS PROGRAM / FELIX ST. FORT & GABE TIBERINO, 2201 COLLEGE AVENUE. PHOTO BY STEVE WEINIK.**

Dedicated in November 2021, this mural highlights the unseen women and young people behind this iconic 1960’s Philadelphia civil rights group. Under the leadership of the indomitable Cecli B. Moore, teens and young adults successfully desegregated Girard College in 1965.



**ENVIRONMENTAL JUSTICE:**

The Environmental Justice department created a Climate Justice Initiative that so far includes an animated mural (a short film explaining the large-scale mural design) and its detailed renderings of environmental harms and a collaboration of frontline activists, artists, and allies who organize in the Philadelphia and Lenapehoking region for a just and sustainable future ([www.climatejusticeinitiative.com](http://www.climatejusticeinitiative.com)).

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of public arts projects dedicated	48	58	75	
Number of mid or large-scale restorations completed	5	10	20	
Number of project, tour, and event participants (short-term engagement)	23,000	24,000	26,000	
Number of program participants (sustained engagement) <sup>1</sup>	6,000	6,300	7,000	
Percent of re-entry participants taken back into custody after a year	10%	10%	9%	
Percent of re-entry participants employed six months after program completion	82%	82%	85%	
Private funding leveraged (per public dollar) <sup>2</sup>	\$1.50	\$2.50	\$2.50	
Press and social media impressions <sup>3</sup>	524M	520M	525M	
Successful annual audit <sup>4</sup>	Yes	Yes	Yes	

<sup>1</sup>Murals Arts has been able to maintain engagement despite of COVID-19 restrictions by pivoting to virtual workshops and programming.  
<sup>2</sup> Annual measure comparing private funding secured during the fiscal year versus revenue received from public sources.  
<sup>3</sup>Based on communications data collection around press and social media views, clicks, likes, and engagement.  
<sup>4</sup>This is an annual measure. Mural Arts’ audit takes place during the winter following the June 30 fiscal year-end.

## FY23 STRATEGIC GOALS



- ▲ Continue to grow Porch Light’s Color Me Back program in other parts of the city as a model to create low-barrier entry to employment for home-insecure and economic insecure individuals.
- ▲ Continue to build on the momentum created in Kensington around the new model of direct service provider, listening to the community and going where Mural Arts is needed most, delivering services to schools, recreation centers, and provider agencies.
- ▲ Intentionally improve Mural Arts’ internal systems to ensure equitable opportunities for artists of color and create a more transparent and accessible pipeline for artists.

- ▲ Continue to work toward diversifying the staff and Board to reflect the communities where Mural Arts works and lives, and equity and transparency are prioritized.
- ▲ Complete the revitalization of ten recreation centers with the Restorative Justice Guild program.

## **FY23-27 STRATEGIC INITIATIVES**

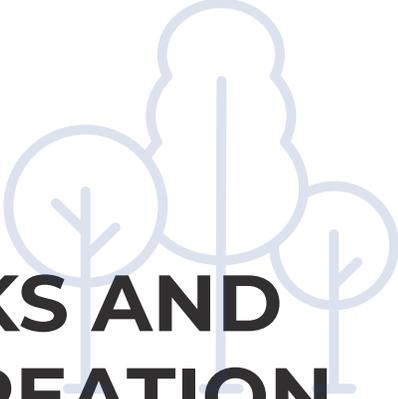
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Over the next five years, Mural Arts will continue to deepen its commitment to advancing equity in all its areas of work. Mural Arts is intentionally working in neighborhoods with limited services and amenities; building collaborative leadership models that include impacted individuals as decision-makers; focusing on underrepresented issues, themes, and communities; offering free programming and compensating program participants; and employing harm reduction and trauma-informed practices in all Mural Arts work.

Mural Arts plans to continue its focus on developing economic pathways for youth, artists of marginalized identities, formerly incarcerated young people, and individuals experiencing housing and/or economic instability. In the coming years, Mural Arts plans to expand the Color Me Back Same Day Work & Pay Program into other parts of the city, sustain or expand the Fellowship for Black Artists, which awards no-strings-attached microgrants to fellows, grow the Art Education Apprenticeship and Internship programs which works with youth ages 14 to 18, and grow the Guild and Women’s Reentry programs to provide expanded career pathway growth opportunities.

The Guild program will transform recreation centers across the city and contribute to citywide workforce development initiatives while continued engagement of formerly-incarcerated artists will situate impacted artists’ voices at the center of criminal justice reform efforts. The Women’s Reentry Program will provide a paid opportunity to justice-impacted women, helping them develop skills to find stable employment and reenter their communities.

Finally, Mural Arts will continue to focus on a staff and board composition that is reflective of the diversity of Philadelphia, with equity and justice prioritized in decision-making processes.



# PARKS AND RECREATION

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## PROGRAMS

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RECREATIONAL SERVICES  
INFRASTRUCTURE AND PROPERTY  
MANAGEMENT  
COMMUNICATION AND ENGAGEMENT  
EXECUTIVE, ADMINISTRATION,  
AND PERFORMANCE MANAGEMENT



DEPARTMENT PAGE  
[PHILA.GOV/DEPARTMENTS/  
PHILADELPHIA-PARKS-RECREATION/](https://phila.gov/departments/philadelphia-parks-recreation/)

## MISSION

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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 health, wellness, and prosperity of all.

# BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	42,876,919	52,352,786	53,257,946	56,916,061	58,226,487	58,263,389	58,300,095	58,300,095
<b>Class 200 - Contracts/ Leases</b>	4,718,605	5,659,542	6,059,787	6,975,582	6,610,582	6,185,582	6,210,582	6,210,582
<b>Class 300/400 - Materials, Supplies, Equipment</b>	2,017,512	2,552,225	2,702,225	2,754,425	2,527,225	2,527,225	2,527,225	2,527,225
<b>Class 500 - Indemnities/ Contributions</b>	3,009,736	2,000,000	3,350,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
<b>Total</b>	52,622,772	62,564,553	65,369,958	68,146,068	68,864,294	68,476,196	68,537,902	68,537,902

## PROGRAM 1: RECREATIONAL SERVICES

### PROGRAM DESCRIPTION

Recreation centers are community hubs where people come together to improve their health and connection to others through innovative programming. Trained PPR staff provide a broad range of high-quality programming to all residents at low to no cost. In partnership with community members, employees plan, organize, and implement these programs in a safe and nurturing environment to help children and adults reach their full potential.

### RECENT ACCOMPLISHMENTS



**SUMMER CAMPS:** After in-person programming was suspended in March 2020 and resumed Summer 2021, PPR successfully provided a safe, in person, summer experience to nearly 3,500 kids at over 113 summer camps. After a hiatus in 2020, Camp Philly, an overnight camp experience in partnership with the YMCA, hosted 122



**YOUTH EMPLOYMENT:** PPR provided meaningful employment for teens and youth during Summe 2021. Through WorkReady and the State/Local Internship Program (SLIP), 845 teens and 112 young adults worked at 116 PPR locations.



**AFTER SCHOOL PROGRAM PARTICIPANTS WORKING ON LAPTOPS AT SIMPSON RECREATION CENTER, ONE OF OVER 100 SITES, ON DECEMBER 8, 2021. PHOTO COURTESY OF PHILADELPHIA PARKS AND RECREATION.**



**MEAL PROGRAMS:** PPR staff distributed over 1.5 million meals through the summer meal program at day camps and PlayStreets. 15,000 meals were provided through Older Adult Centers.



**ACCESS CENTERS:** In partnership with the School District of Philadelphia, the Office of Children and Families (OCF), the Managing Director's Office (MDO), the Office of Innovation and Technology (OIT), and Comcast, continued to operate over 40 Access Centers through the Fall of 2021. These centers provided working families with a no cost options as supervised sites for remote learning.



**SUMMER POOLS:** Despite recruitment/ hiring challenges and lack of access to indoor pools, PPR successfully reopened 42 pools. There were over 300,000 pool visits and 4,500 swim lessons provided through the summer of 2021.



**FIRST DAY OF POOL OPENINGS AT JAMES FINNEGAN PLAYGROUND ON JUNE 30, 2021. PHOTO COURTESY OF PHILADELPHIA PARKS AND RECREATION.**

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of programs	1,074	2,052	2,100	
Number of unique individuals who attended programs	37,140	99,249	105,000	
Total visits (in millions)	1.45	4.9	4.9	
Program participation rate	77.9%	74%	70%	
Percent change in pool visits compared to FY20 (pre-COVID) <sup>1</sup>	-100.0%	-59.4%	0%	

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<sup>1</sup>FY22 and FY23 targets are in comparison to FY20 actuals.

## FY23 STRATEGIC GOALS

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- ▲ PPR will provide a full complement of year-round programming such as a full pool season, day camps, After School Programming, and sports leagues.
- ▲ With support from the William Penn Foundation and in partnership with the Free Library of Philadelphia, Fab Youth Philly, Playful Learning Action Network, and Temple Infant Child Laboratory, PPR will scale literacy and playful learning tools, games, staff trainings, and resources to additional PlayStreets and summer camps.
- ▲ PPR will engage staff to complete work on comprehensive program standards, core program competencies and offer tools and resources in line with the Department's strategic plan to provide high quality programs that are relevant to all communities.

## FY23-27 STRATEGIC INITIATIVES

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PPR will continue to embark on a systemwide effort to provide higher-quality programs and realign staffing structures to better serve communities in need. This includes using data to realign staffing placements, setting new programming standards, and matching programs to local interests and needs developed in partnership with communities. Designed with neighborhood-based data and reflective of racial demographics, new community service areas will be piloted in PPR districts. These service areas will include clusters of PPR facilities and sites, as well as designated program staff to form new partnerships and programs to increase activations at unstaffed sites across the neighborhood. This initiative will focus on advancing equity of services and programming in underserved neighborhoods, increase training and capacity development for staff and program volunteers, address user and staff safety, and adjust hours to offer more structured and relevant programming to better serve all communities.

Working with OCF, PPR looks to complete an assessment of all Tot Rec program sites. PPR's Tot Rec program, serving over 1,300 children, ages 3-5, has historically taken place at 29 sites. Due to state licensing challenges, these programs did not take place in FY22. An assessment is critical to bringing physical spaces and staffing into compliance with the Pennsylvania Office of Child Development and Early Learning requirements, to ensure the continuation of these programs.

## PROGRAM 2: INFRASTRUCTURE AND PROPERTY MANAGEMENT

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### PROGRAM DESCRIPTION

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.

### RECENT ACCOMPLISHMENTS

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**CAPITAL IMPROVEMENTS:** In FY22, PPR Capital Projects Team and Skilled Trades completed 44 Capital projects including building infrastructure improvements, playgrounds, spraygrounds, field and court renovations, security and life safety improvements, trails, and site improvements.



**NATURAL LANDS:** Staff initiated a forest gap restoration experiment to test organic forest management techniques and successfully cleared invasive vegetation from 13.6 acres of degraded parkland in preparation for stormwater management and reforestation projects.



**STORM CLEAN UP SUPPORT:** Operations staff provided emergency storm response in September, helping to cleanup 10.6 miles of trails and repairing another 8.5 miles. In total,



**TREE PLANTING:** TreePhilly safely distributed 1,895 trees for home planting in yards across the city and held 31 tree pickup events with an extensive network of community partners and door-to-door home delivery for vulnerable residents and those without access to a vehicle. TreePhilly also planted 4,419 trees and shrubs, of which 76 percent were propagated in-house and added 10 acres of new restoration areas.



**URBAN FORESTRY:** In Spring of 2022, PPR will release the Philly Tree Plan, a 10 year strategic plan for the equitable growth and care of Philadelphia's urban forest. Over 8,000 residents provided input to guide the plan through a citywide survey, 32



**CHILDREN TESTING OUT PLAYGROUND EQUIPMENT AT THE NEWLY RENOVATED PLAYGROUND AT TARKEN RECREATION CENTER ON DECEMBER 17, 2021. PHOTO COURTESY OF PHILADELPHIA PARKS AND RECREATION.**

community meetings, and a compensated Neighborhood Ambassador program focused on communities that are highest priority for environmental justice and most in need of new tree canopy. The Urban Forestry Division deployed the new CityWorks GIS-centric asset management system for all tree-related work and completed a geographic information system (GIS) inventory of over 150,000 park and street trees.



**ZERO WASTE STRATEGIES:** Fully adopted and executed the food-composting public-private partnership, which included fundraising for site improvements and writing the Department of Environmental Protection waste processing permit. PPR now has the first food-scraping composting facility that uses a public-private partnership to compost food scraps from recreation center programs. In addition, PPR issued a Request for Proposal (RFP) to solicit an operator to run a lumber yard at the Fairmount Park Organic Recycling Center.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
New trees planted	2,751	2,700	2,500	
Percent of 311 requests closed that meet standard	69%	58%	60%	
Percent of Performo requests closed that meet standard	78%	69%	68%	

## FY23 STRATEGIC GOALS

- ▲ PPR will continue to coordinate with Rebuild on the implementation of projects utilizing the PPR Capital team, Special Projects team, the Philadelphia Redevelopment Authority, and project users for selected sites.
- ▲ The Capital Infrastructure and Natural Lands Management Division and Operations Division will explore a next generation asset management software system that is being procured to help PPR transition from reactive maintenance to more deliberate, strategic care of its built resources, including heating, ventilation, and air conditioning (HVAC), boilers, and roofs. The system will incorporate inventory management and operations.
- ▲ PPR will continue to implement life safety and security systems across PPR sites.
- ▲ Create GIS software to record information pertaining to completed and prospective capital projects including streambank restoration, bridge stabilization and stormwater management.



## FY23-27 STRATEGIC INITIATIVES

PPR will implement the multi-phase Master Plan for FDR Park, an ambitious plan to balance nature, hydrology, and activity for the community and the region. With the design phase for the Welcome Center and the Children’s Play Area complete, the two projects will go out for bid in Spring 2022, with an anticipated groundbreaking in Summer 2022. The Play Area is expected to be completed in Summer 2023, with the Welcome Center to open in Fall 2023. The design phase of the Gateway, Pattison Plaza at Broad Street and Pattison Avenue, is scheduled to begin in 2022.

Also, in 2022, in partnership with Philadelphia International Airport, PPR expects to install approximately 35 acres

of wetlands. Future projects include restoration of the waterways, expanding trail networks, public spaces for events, picnic areas, additional concessions, restrooms, and athletic amenities.



**MARTHA AND LUCY  
ENJOYING FAIRMOUNT  
PARK**

## PROGRAM 3: COMMUNICATION AND ENGAGEMENT

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### PROGRAM DESCRIPTION

This program establishes and sustains relationships with volunteers, partners, and businesses, and uses communication strategies to increase awareness of PPR's diverse amenities, initiatives, opportunities, and experiences. The program encourages innovation, collaboration, and capacity building among communities in public spaces.

### RECENT ACCOMPLISHMENTS

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**LAUNCH FIRST-EVER INCLUSION PLAN “REC FOR ALL”:** PPR will kick off an Inclusion Service Design Plan for all PPR's programs to better serve and build inclusive programs for individuals with disabilities. Core to this design effort is a new leadership position which will advance programmatic assessment of recreation sites, professional development delivery and training for PPR staff, and creation of new programmatic partnerships and resources.



**PPR COMMUNICATIONS:** Supported the City's reopening by publicizing new park programs, recreation initiatives, and site amenities through digital and earned media channels. During COVID-related school and work closures, PPR supported hard to fill lifeguard positions with a digital recruitment message seen by 3,000 potential candidates and reaching an audience of 8.2 million through earned media, leading to hiring of 224 lifeguards. PPR Communications generated 24 social media toolkits to help sites and partners promote PPR programs and services to residents, including vaccination opportunities at PPR sites, summer camps, after school programs, free eSports programs, meal sites, and new spaces and amenities to enjoy. PPR generated over 1,300 positive earned media articles, informing residents about high quality programs, amenities, and partnerships.



**RESIDENT-LED INITIATIVES:** PPR continued advancing new resident-led initiatives with evolving COVID-19 protocols such as the Philly Forest Stewards, Love Your Park Week, and the Love Your Park Service Days, engaging 2,838 volunteers to clean up over 7,785 pounds of trash, 686 new trees planted, protected 727 trees and shrubs. PPR also launched a new Youth Stewardship pilot for teens in partnership with Central High School at Wister Woods Park, where teens got hands-on experience helping to keep Wister Woods clean, green, and thriving.



**EVENT PERMITTING:** PPR will upgrade the permitting process for PPR picnic areas, events spaces, and other spaces. These places are heavily used across Philadelphia, by bringing events and functions online through a user-friendly website, it will be easier for the public to apply and reserve space for a picnic, event, or gathering across PPR’s system.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent increase in concessions revenue	-23%	89%	5.99%	
Percent increase in volunteer participation	-20.70%	50%	0%	
Percent of permit holder Net Promoter Score survey respondents who are detractors	19.6%	20%	20%	
Total Engagement <sup>1</sup>	N/A	120,000	120,000	

<sup>1</sup>An effective alternative measure to "impression" that shows how useful or relevant content is to followers. Total engagement shows how many times residents like, share, or comment on PPR content. This is a new measure, replacing total impressions and therefore prior year data is not available.

## FY23 STRATEGIC GOALS

- ▲ Explore innovative ways to bring people into public spaces and make them more relevant to new and existing users, especially teens and young adults, by opening these spaces for social enterprises and eSports. By leveraging external resources and partnerships, PPR will explore advancing resident-led models to reimagine underutilized space in recreation centers, increasing exposure to and knowledge of the entrepreneurial and eSports communities and industry.
- ▲ Continue to leverage Rebuild physical capital investment to make human capital investments in volunteer and community groups (Friend Groups and Advisory Council) to engage more deeply with residents, enhance staff engagement capacity, support higher quality programs and services, and better serve communities in need.
- ▲ Support planning and investments in prominent public spaces, like FDR Park and the Benjamin Franklin Parkway, by providing spaces where neighbors can come together and serve as a national model for community engagement and economic development.



## FY23-27 STRATEGIC INITIATIVES

During the pandemic, PPR staff developed several innovative programs and services leveraging new resources, and learning, partnerships informed by the Department's strategic planning effort. This was not just in response to COVID-19, but also provided lessons learned and built out internal capacity to do more innovative and relevant work beyond the pandemic. The COVID-19 crisis has demonstrated how critical parks and recreation centers are to delivering fundamental social services to communities. Through parks and recreation, PPR can have a transformational effect on the quality of life for all Philadelphians and ensure their prosperity. To get there, PPR will continue to actively engage residents, staff, and community groups to better provide high-quality services and programs, relevant to individual neighborhoods and

communities in need. In partnership, PPR will reimagine Recreation Advisory Councils to improve services and connection with residents, increase staff engagement capacity, support better data collection and tracking, and modernize functions to increase transparency, accountability, and equity.

PPR will lead a citywide partnership to introduce Philadelphia's first ever urban agriculture plan, to uplift Philadelphia's rich history of urban farming and gardening, and clearly define the resources, policies, processes, and programs necessary to sustain into the future. The plan will support the adoption of new pathways and strategies ensuring all residents have access to food they need and want as well as foster a greater community connection to local food and places where people are growing food.

## **PROGRAM 4: EXECUTIVE, ADMINISTRATION AND PERFORMANCE MANAGEMENT**

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### **PROGRAM DESCRIPTION**

This program provides leadership for PPR, accurately measures its impact, and costs, and ensures that PPR is part of an efficient and effective government.

## RECENT ACCOMPLISHMENTS



**ECONOMIC OPPORTUNITY:** The Department’s OEO Minority Participation rate for FY21 was 25 percent. This is lower than stated goal of 35 percent due to COVID-19, but still an accomplishment considering the uncertainties around pandemic and slowed economy during calendar year 2020 and through early 2021. The Dell Music center resumed limited activities in FY22, and other services and programs are getting back to normal. FY22 year to date minority participation rate is 33 percent. Considering the lingering impacts of COVID 19 and with the administration of Capital funded contracts moving back to the Department of Public Property, PPR remains on track with the City’s goal of 35 percent.



**LEADERSHIP AND TRAINING:** Continue to expand the PPR Manager Academy to provide additional staff training opportunities on topics such as trauma-informed care, inclusive programming, and community engagement leveraging the City's Learning Management System (LMS), resources from the Free Library, Pennsylvania Recreation and Park Society (PRPS), and National Recreation and Park Association (NRPA).

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percentage of permanent staff attending trainings	96.0%	95.0%	95.0%	
Net hires (full and part-time)	-5	21	13	

## FY23 STRATEGIC GOALS

- ▲ PPR will identify and begin measurement of impact-driven performance measures aligned with the department’s strategic plan and Goal 3 service area pilots, focused on helping to increase capacity and build a learning culture.
- ▲ PPR will continue to identify resources for professional development opportunities for staff through both in-house training programs as well as with outside organizations and other municipal partners.

## **FY23-27 STRATEGIC INITIATIVES**

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PPR will continue to identify resources for professional development opportunities for staff through both in-house training programs as well as with outside organizations and other municipal partners. The Department is also committed to advancing racial equity and workforce equity throughout the entire agency and will continue to partner with the Office of Diversity, Equity, and Inclusion, the Office of Human Resources, and the Office of the Chief Administrative Officer to identify and address institutional barriers to equitable hiring outcomes.

PPR's involvement in the first cohort of the City's racial equity framework serves as both a catalyst and a mechanism for the organizational development and learning required to position PPR as an agent of positive change in the lives of its employees, city residents, visitors, and users of parks and recreation in Philadelphia. As part of the department's racial equity action plan, PPR will be piloting new engagement strategies and capacity building efforts focused on engaging youth of color. In addition, PPR has heard from focus groups with teenagers and young adults of color that PPR needs more resources to support safe, clean, and welcoming spaces and recreation centers especially in disenfranchised areas.

# PENSIONS



## PROGRAMS

**INVESTMENTS**

**BENEFITS**

**EXECUTIVE DIRECTION AND ADMINISTRATION**



**DEPARTMENT PAGE**

[PHILA.GOV/DEPARTMENTS/BOARD-OF-PENSIONS-AND-RETIREMENT/](https://phila.gov/departments/board-of-pensions-and-retirement/)

## MISSION

The Board of Pensions and Retirement administers the Retirement System and the payment of retirement benefits to eligible members and their beneficiaries or survivors. The Board also manages the assets of the City's Pension Fund (Fund) with the goal to achieve safety of principal and to maximize returns, net of investment fees, at the lowest level of risk, for the optimal value.

The Philadelphia Home Rule Charter (Charter) requires that the Fund is always able to cover current and future payments to eligible members who have paid into the Fund. To fulfill this mandate, the Board oversees all pension contributions and purchases of service by current employees and all benefit payments made to eligible members who have separated from City service. The Board also ensures that its investment, benefit, and other decisions are made to keep the pension fund financially healthy over a long-term horizon.

## BUDGET

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Pensions does not receive General Fund support.

## PROGRAM 1: INVESTMENTS

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### PROGRAM DESCRIPTION

This program is responsible for managing the assets of the Fund subject to fiduciary, Code, and other legal duties. The Board and its staff invest the Fund's assets; arrange for safe custody of and accounting for the Fund's assets; manage the Fund on an actuarially-sound basis; select and retain expert consultants for investment advice; adopt and modify when prudent investment strategies designed to achieve the Board's obligations and objectives; select, retain, and monitor competent external investment managers; and monitor and report on investment performance.

### RECENT ACCOMPLISHMENTS

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**MARKET RETURNS:** Despite the market impacts and volatility generated by COVID-19 and variants, the Board earned a market return of 29.9 percent for FY21. As of December 14, 2021, the Board has generated a preliminary estimated market return of 2.63 percent. The annualized 5-year return, as of December 31, 2021, is 11.2%. The annualized 10-year return, as of December 31, 2021 is 9%.



**FUNDED STATUS:** The System's funded status increased from about 45 percent to almost 55 percent in five years and is on track to be 80 percent funded by the end of the decade.



**ASSETS UNDER MANAGEMENT:** The Board achieved a further reduction of the ratio of management fees to assets under management (AUM) to a preliminary estimate of 0.30 percent. This ratio represents a recurring annual average savings of approximately \$16 million, and a sizable reduction from the average ratio of 0.64 percent during FY11 through FY15.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Investment ratio <sup>1</sup>	0.30%.	Between 0.31% and 0.38%	Between 0.31% and 0.38%	
Investment return <sup>2</sup>	29.90%	at least 7.50%	At least 7.50%	

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<sup>1</sup>This is an annual measure. This measure is calculated by taking fees divided by assets under management. The goal is to keep fees at a minimum.

<sup>2</sup> This information is publicly available on the Board’s website. The relevant measurement for funding purposes is the annual rate ending on June 30th of each year.

## FY23 STRATEGIC GOALS

- ▲ Conclude FY23 with a ratio of management fees to AUM within the range of 0.31 percent to 0.38 percent.
- ▲ Achieve an investment return of at least 7.45 percent.
- ▲ Continue to recruit and retain a diverse and inclusive workforce, and to search for, hire and invest with available qualified diverse investment managers.

## FY23-27 STRATEGIC INITIATIVES

The Board plans to maintain the reduced ratio of manager fees to AUM to a range of between 0.31 percent to 0.38 percent, while achieving investment performance returns at least equal to the Fund’s earnings assumption of 7.450 percent. The Board will continue to balance its commitment to reduced management fees with the potential benefits that higher fee-actively managed investments may provide in achieving the earnings assumption.

The Board plans to maintain a diversified asset mix designed to achieve the long-term actuarial target rate of return across a wide range of market cycles. Since the asset allocation and investment strategies are never static, the Board seeks 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. Core market exposure to public equities is the Board’s starting point, however when actively managed investments are appropriate, the investment managers are evaluated in relation to the overall value provided in terms of performance, strategy, process, personnel, and cost. Managers who are not meeting the Fund’s long-term objectives are brought to the attention of the Board for potential action, including, but not limited to, a reduction of assets or fees, or termination.

Based on current assumptions, including the City’s contributions based on the Revenue Recognition Policy, the Fund is projected to attain approximately 80 percent funded status by the end of the decade.

The Board will continue to search for and use qualified diverse managers and encourage its managers to use approved diverse brokers for a minimum of 35 percent of directed commissions on trading, subject to best execution. Also, the Board will continue to advocate and vote through shareholder proxies and proposals and with allied organizations for diversity and inclusiveness in corporate boardrooms and financial industry.

## **PROGRAM 2: BENEFITS**

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### **PROGRAM DESCRIPTION**

With the assistance of Central Payroll within the Office of the Director of Finance, this program is responsible for establishing, recording, and reviewing, for accuracy and timeliness, all pension contributions and purchases of service received from active employees and all benefit payments disbursed to eligible members or their beneficiaries and survivors. This program also oversees the administration of the 457 Deferred Compensation Plan (DCP) by the third-party administrator Nationwide Retirement Solutions (Nationwide).

### **RECENT ACCOMPLISHMENTS**

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**RETIREMENT SERVICES:** Despite COVID-19-related impacts, this program continued to provide retirement education seminars/webinars to more than 5,200 members through onsite and online sessions. Also, despite COVID-19 impacts, this program was able to provide benefit services with minimal disruption and continue processing retirement and beneficiary transactions.



**PROCESSING TIMES:** Through hiring and promotions, and other administrative changes, this program was able to maintain if not expedite processing time from benefit application to benefit payment for most applicants.

# PERFORMANCE MEASURES

## FY22 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Member Education (count of attendees) <sup>1</sup>	5,228	5,000	5,200	

<sup>1</sup>This measure includes attendees at educational sessions for members of 457, defined contribution, and defined benefit plans. Educational sessions are conducted virtually and in person, however, mostly virtual for health and safety reasons. This count is measured and assessed annually since the educational sessions are scheduled throughout the year.

## FY23 STRATEGIC GOALS

- ▲ Provide member educational programs and sessions to 5,200 members.
- ▲ Adapt benefit application and other necessary forms to enable electronic processing of applications of members, beneficiaries, and survivors.
- ▲ Consider and implement if appropriate additional administrative steps to further expedite processing time from benefit application to payment.

## FY23-27 STRATEGIC INITIATIVES

The Board will continue to provide retirement education sessions to system members by further expanding its outreach to operating departments and bargaining units. The Board also plans to continue its review and improvement of benefit application and other necessary forms to enable electronic processing of applications of members, beneficiaries, and survivors. Also, the Board will continue to consider and implement additional administrative steps to further expedite processing time from benefit application to payment.

## PROGRAM 3: EXECUTIVE DIRECTION AND ADMINISTRATION

### PROGRAM DESCRIPTION

The Board of Pensions and Retirement (Board) 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 and annual audits.

## RECENT ACCOMPLISHMENTS



**PARTICIPANTS:** This program increased the number of Deferred Compensation Plan DCP participants at the end of FY21 to 24,517, an increase from 24,272, at the end of FY20.



**BENEFITS:** This program increased the percentage of monthly pension benefits received by direct deposit (EFT) from 95.3 percent to 95.7 as of end of FY 21.



**HEARINGS:** Despite the impacts of COVID-19, which prevented in-person administrative appeal hearing panels for health and safety reasons, the Board adopted virtual hearing panel procedures and rules and conducted with the consent of the appellants (and their attorneys if represented) virtual hearing panels.



**ELECTION:** Despite the impacts of COVID-19, the Board conducted, pursuant to its responsibilities under the Charter and Board rules, an election by the civil service employees of the four Employee Representative Members of the Board.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of 457 Plan deferred compensation participants	24,517	25,000	25,200	
Percentage of recipients receiving benefits electronically	95.7%	96.0%	96.20%	

### FY23 STRATEGIC GOALS

- ▲ Increase the number of DCP participants to 25,000.
- ▲ Continue to increase the percentage of monthly pension benefits received by direct deposit (EFT).
- ▲ Continue to conduct virtual hearing panels on administrative appeals with the consent of the appellants and attorneys.



## FY23-27 STRATEGIC INITIATIVES

The Board plans to increase the number of DCP participants incrementally to 26,000 through active recruitment efforts, educational seminars and additional targeted communications by FY27. The Board also plans to increase the percentage of monthly pension benefits received by direct deposit (EFT) to 98.0 percent by FY27 through newsletter articles and staff interactions and communications with benefit recipients.

While staff size is limited and primarily governed by Civil Service Regulations, the Board is committed to and will continue

to recruit, develop/train, and promote a diverse and inclusive workforce. The Board will continue to search for and use qualified diverse managers and encourage its managers to use approved diverse brokers for a minimum of 35 percent of directed commissions on trading, subject to best execution. Also, the Board will continue to advocate and vote through shareholder proxies and proposals and with allied organizations for diversity and inclusiveness in corporate boardrooms and financial industry.

All retiring employees meet with one of the Board's pension counselors for assistance in the retirement process. Pension Administrators review and approve benefit applications that comply with the Philadelphia Code (Code).

In addition, the Board publishes a newsletter periodically with helpful pension and pension-planning information. The Board also posts on its website minutes and recordings of public meetings, investment performance, actuarial and audit reports, a plan summary and reference guide, forms, and other helpful information.

# PLANNING AND DEVELOPMENT

## PROGRAMS

EXECUTIVE ADMINISTRATION  
PLANNING AND ZONING  
DEVELOPMENT SERVICES  
COMMUNITY DEVELOPMENT  
HOUSING DEVELOPMENT



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## MISSION

The Department of Planning and Development (DPD) aligns the City's agencies whose missions relate to the built environment. DPD works in collaboration with communities to promote, plan, preserve, and develop successful neighborhoods for all. DPD includes the Divisions of: Executive Administration, Housing and Community Development (DHCD), Planning and Zoning (DPZ), and Development Services (DS).

# BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	4,510,200	4,873,604	5,228,518	5,735,470	5,892,447	5,892,447	5,892,447	5,892,447
<b>Class 200 - Contracts/ Leases</b>	10,115,791	5,619,463	5,619,463	3,839,463	3,839,463	3,589,463	3,589,463	3,589,463
<b>Class 300/400 - Materials, Supplies, Equipment</b>	80,462	80,761	80,761	89,761	80,761	80,761	80,761	80,761
<b>Class 500 - Indemnities/ Contributions</b>	0	6,500,000	6,500,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
<b>Total</b>	14,706,453	17,073,828	17,428,742	12,664,694	12,812,671	12,562,671	12,562,671	12,562,671

## PROGRAM 1: EXECUTIVE ADMINISTRATION

### PROGRAM DESCRIPTION

The Executive Administrative team provides leadership and support to the operational areas of the Department. It supports the Department’s communications, fiscal, technology, facilities, and human resource needs. The team also supports the Department to set performance management goals and expand external relationships and resources

### RECENT ACCOMPLISHMENTS



**RENT ASSIST PROGRAM:** The Administrative team supported the distribution of \$252 million in rental and utility assistance to 39,000 households (thru Jan. 14, 2022) by developing and implementing public-facing and back-office web systems to support tenant/landlord applications and provision of supporting documentation; alerting public to the availability of assistance through earned and social media; and creating a dashboard to document distribution of funds in near-real time.



**REMOTE WORK:** DPD successfully managed staff transition to remote work and then return to hybrid work while improving the quality of services provided to residents, businesses, and colleagues in other City departments. DPD Boards and Commissions have increased transparency and engagement during COVID-19 by hosting and promoting online meetings and posting videos of those meetings online.



**INCLUSIVITY:** DPD continues to build an inclusive, anti-racist department by expanding recruitment to include diverse networking groups, using a portion of the training budget to secure consultants with diversity, equity, and inclusion expertise to train staff, including in areas such as recognizing internal biases, and engaging both internal and external stakeholders in policy, program design, and budgeting processes.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Median payment processing time for sub-recipients, vendors, and staff (in days)	13	5	5	
Number of applicants to home improvement programs <sup>1</sup>	5,248	5,400	10,000	
Number of students exposed to careers in housing, planning, and development	85	200	200	

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<sup>1</sup>FY23 target reflects additional marketing due to NPI funding available to serve more applicants.

## FY23 STRATEGIC GOALS

- ▲ DPD intends to further increase transparency surrounding key programs. It will create two new dashboards and integrate two existing dashboards into a one-stop shop for program data. The new dashboards will report on the disposition of publicly owned land and the \$400 million in investments in Philadelphia communities through the Neighborhood Preservation Initiative. The existing dashboards report on the Department's progress to create and preserve 100,000 homes in ten years and to distribute rental and utility assistance to needy tenants and their landlords.
- ▲ DPD will expand the Housing Helper Tool and support other apps to ensure that residents, businesses, developers, and landlords are aware of available financial and programmatic resources so that access to information is streamlined and promotional efforts are expanded to increase utilization.
- ▲ DPD will continue to build a workforce that reflects the diversity of the residents of Philadelphia and ensure training and resources are available to support existing staff for meaningful engagement with the public.

## FY23-27 STRATEGIC INITIATIVES

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The Administrative Team will continue to work to build a more resilient department able to serve the public by increasing internal capacity and reducing redundancy, migrating outdated data systems to enterprise tools, and improving processes to reduce inefficiencies.

## PROGRAM 2: PLANNING AND ZONING

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### PROGRAM DESCRIPTION

The Division of Planning and Zoning advances regulatory and legislative goals with public input to create healthy, equitable, resilient, and desirable communities. The Philadelphia City Planning Commission (PCPC), the Zoning Board of Adjustment (ZBA), the Art Commission, and the Historical Commission regulate development and contribute technical and design expertise to guide public and private investment to preserve and improve the built environment for an increased quality of life for all Philadelphians.

### RECENT ACCOMPLISHMENTS

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**PHILADELPHIA CITY PLANNING COMMISSION (PCPC):** PCPC staff continued to serve constituents remotely and added in person events to support grant-funded projects: a Build Day at Broad, Germantown, and Erie Streets, and guided walks and meetings around the 25th Street Viaduct. PCPC also completed 1,547 project reviews in L&I's online permitting and appeals system, eCLIPSE, provided comment on over 1,000 cases at the Zoning Board of Adjustment, reviewed legislative bills at monthly hearings, testified at City Council committee hearings, and engaged in several large remapping proposals. PCPC is halfway through its Re-Imagine Philadelphia process, which will set the stage for updating the next Comprehensive Plan through the lens of racial equity and social justice. A steering committee from diverse racial, ethnic, socio-economic, gender, age, geographic, educational, and life situation backgrounds is helping to guide that work.



**CITIZEN PLANNING INSTITUTE (CPI):** PCPC's education and outreach arm has graduated an additional 60 citizen planners during FY21 and in the first half of FY22. Additionally, over 60 alumni returned to take special topic classes. During FY21, CPI received a grant from the Pew Charitable Trust to develop a "CPI-in-a-Box" prototype toolkit to help citizen planners further empower local communities to take actions to improve their neighborhoods. CPI also led the production of additional educational video modules for the public to explain Registered Community Organizations, zoning, and development processes. The modules are available via DPD's YouTube channel: <https://bit.ly/dpdvideos>. Several more videos are planned for calendar year 2022.



**CIVIC DESIGN REVIEW (CDR) COMMITTEE:** In FY21, CDR heard a total of 95 cases, a 48 percent increase in projects from FY20. From July 2021 through December 2021 CDR reviewed 55 cases, which is greater than the total number of cases in 2018 (52 cases heard between January and December 2018). This significant increase in submissions in 2021 required adding five meetings to the twelve already scheduled, all of which had agendas reflecting maximum capacity.



**ZONING BOARD OF ADJUSTMENT (ZBA):** In FY21, the ZBA received 1,388 appeals, slightly more than the previous fiscal year. In addition, ZBA rescheduled into FY21 500 FY20 cases that were on the hearing calendar when City government closed in March of 2020. Virtual ZBA hearings take much more time than in person hearings due to increased public participation. As a result, even though appeals are back down to the level of an average year ZBA, is currently scheduling five to six months out.



**ART COMMISSION:** In FY21, the Commission reviewed 230 applications. Project proposals under the City's Rebuild initiative began coming through the Art Commission, reflecting investment in libraries and recreation centers. The Commission also reviewed 7 Philadelphia School District schoolyard greening proposals, supporting the City's investment in sustainable practices. Zoning permit applications for the use of the public art bonus increased. By January 2022, the Commission had given conceptual approval to two especially significant projects, the Cobbs Creek Golf Course rehabilitation, and the new park at Penn's Landing, both of which will offer substantial public amenities to the city.



**PHILADELPHIA HISTORICAL COMMISSION (PHC):** In FY21, the PHC approved 1,967 permit applications, conducted 317 detail reviews, certified five zoning incentive requests, and designated 41 individual sites, adding them to the local Philadelphia Register of Historic Places. Included in those designated properties are the homes of Underground Railroad activist and novelist Frances Ellen Watkins Harper and singer Pearl Bailey. In FY21, the PHC also received a \$25,000 grant from the Pennsylvania Historical and Museum Commission to upgrade Arches, its online cultural heritage data management system. The PHC staff continued work on an historic and cultural resource survey plan funded by a \$250,000 grant from the William Penn Foundation. Lastly, to clarify and streamline its processes, the PHC adopted revisions to its Rules & Regulations in March 2021.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of Zoning Board of Adjustments (ZBA) cases that are filed within the reporting period <sup>1</sup>	1,388	1,200	1,200	

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<sup>1</sup>The demands on ZBA and the staff were significant this year. Remote meetings and virtual work are more labor intensive and require more staff effort for each appeal. Tax abatement deadline may mean PDP see fewer appeals this year and next, but so far, not in a significant way.

## FY23 STRATEGIC GOALS

- ▲ Complete a study to determine the costs to the City to move development projects through the approval pipeline, whether sufficient resources are currently dedicated to those costs, and to identify potential alternate sources of funding. The City's Operations Transformation Fund has provided funding for the study.
- ▲ Complete the Re-Imagine Philadelphia process that will lay the groundwork for a truly inclusive public engagement process for update of the Comprehensive Plan.
- ▲ Make ZBA's processes more transparent and efficient for stakeholders, developers, and staff by implementing the changes identified by the Office of the Chief Administrative Officer's Service Design Studio.

## FY23-27 STRATEGIC INITIATIVES

DPZ is preparing for an update of the Comprehensive Plan by developing a public engagement process that is both equitable and inclusive. A Re-Imagine Philadelphia steering committee that includes 29 community representatives is helping DPZ identify and design inclusive and equitable community engagement protocols. (This committee also assisted the City's Budget Office with its participatory budgeting process.) The Delaware Valley Regional Planning Commission (DVRPC) is supporting this work with a \$100,000 grant.

DPD and L&I staff received a \$375,000 grant from the Operations Transformation Fund to study a Comprehensive Fee System/ Cost Recovery Model for Development Pipeline in Philadelphia. This project will explore a comprehensive fee system that considers all the agencies across the

City that review and approve development. Understanding the City's actual costs and potential cost recovery through fees should afford the City additional revenue which would provide the General Fund some relief from funding existing staff and create the potential for new staff as well.

DPD staff supporting the ZBA are working with the CAO's Service Design Studio to map out ZBA business processes. The goal is to analyze the current systems and look for opportunities to increase transparency and efficiency for staff and applicants.

DPD staff, supporting the PHC, are leading a multi-year historic and cultural resource survey planning process with \$250,000 funding from the William Penn Foundation. PHC is well equipped to survey and designate buildings with historical significance, but this process seeks to include cultural resources, both tangible and intangible and specifically engage marginalized communities of color in this discussion of how and what to document as Philadelphia's cultural and historic resources.

## **PROGRAM 3: DEVELOPMENT SERVICES**

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### **PROGRAM DESCRIPTION**

The DPD Development Services (DS) group works with Philadelphia economic development departments and agencies to partner with investors, developers, institutions, and residents in the revitalization of underserved neighborhoods. Philadelphia encourages partners to align with inclusive growth goals by creating new jobs with opportunities for advancement; providing training for Philadelphians to advance into family-sustaining jobs; developing mixed-income and affordable residential projects that incorporate sustainable design elements; expanding access to new goods, services, and facilities that are lacking in some neighborhoods today; and partnering with local small businesses and developers on projects.

More specifically, DS's goals are to: create a platform for connecting and helping minority and disadvantaged businesses with resources, partners, and investors, as well as to continue to collaborate with other City departments to simplify and streamline processes wherever possible to ensure that the development community can navigate processes successfully. Development Services works to educate the public and private development community on the approval process for City departments, boards, and commissions. Development Services also works to resolve novel development issues or conflicting directions from different departments, boards, and commissions.

## RECENT ACCOMPLISHMENTS

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**MIXED INCOMING HOUSING UNITS:** In the first half of FY22, the Division processed over \$20 million Mixed Income Housing Bonus payments generated by 45 projects. During the same period DS reviewed and approved additional developments that will produce approximately 100 new affordable homes when complete. These homes will remain affordable for 50 years.



**ZONING SUMMARY GENERATOR:** In FY21, the Division created a zoning summary tool that provides an automated report that explains the zoning allowances and limitations of any parcel in the city. Given the significant changes to the code and overlays, the Division is updating the tool to ensure that it is accurate and accessible to the public.



**INCLUSIVE GROWTH AREAS:** Development Services has been collaborating with The Department of Commerce, PHDC, and PIDC to develop and implement a community development strategy. This strategy focuses on attracting investment to Philadelphia's historically disadvantaged communities with a specific focus on minority, women, and immigrant-owned businesses located on commercial corridors in low-income areas. Development Services has been engaging with mission-aligned nonprofits and for-profits working to improve Philadelphia neighborhoods. In FY21 the OZ team launched a [website](#) and hosted four events to help existing businesses gain attention from national investors, local businesses, and community partners. In FY22 and FY23, this site will be updated to align with current agenda.



**NEW AND UPGRADED PUBLIC AMENITIES:** DPD and PHDC also collaborate with PIDC, the Department of Public Property and other targeted economic development entities to support the reuse of former city assets to create new public amenities. In FY22, there are 19 active projects and six projects in the predevelopment phase. These include large-scale transformative projects such as Penn's Landing/195 CAP, and the 11th and Wharton public safety facilities, as well as neighborhood-based projects such as the Sharswood Shopping Center and related housing development projects.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percentage of development process inquiries receiving an initial response within one business day	92%	90.0%	90%	
Development Service Committees (full meetings)	9	10	10	
Development Process Inquiries receiving a response within 1 business day	542	500	500	
Civic Engagement - # of Community members engaged with/supported to understand processes	350	400	400	

## FY23 STRATEGIC GOALS

- ▲ Create platforms and tools for connecting and helping minority and disadvantaged businesses access resources, partners, and investors.
- ▲ Collaborate with other City departments to simplify and streamline processes wherever possible to ensure that the development community can navigate processes successfully. Development Services also works to resolve novel development issues or conflicting directions from different departments, boards, and commissions.
- ▲ Educate the public and private development community on the approval process for City departments, boards, and commissions through webinars, trainings and direct services.

## FY23-27 STRATEGIC INITIATIVES

- ▲ Work with the Departments of Licenses and Inspections, the Streets Department, Philadelphia Water Department, and the Department of Commerce to design process and approval flow charts to inform efforts to streamline the City's electronic review and approval processes.
- ▲ Promote and assist job creating development projects and business start-ups in the City's Inclusive Growth areas and neighborhood-based commercial corridors.

## PROGRAM 4: COMMUNITY DEVELOPMENT

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### PROGRAM DESCRIPTION

DPD's community development activities are carried out through the Division of Housing and Community Development (DHCD) and the Philadelphia Housing Development Corporation (PHDC). DHCD's activities focus on resident engagement, vacant land management, and greening programs. PHDC's Land Management Division returns vacant and tax delinquent land to productive use and works to consolidate publicly owned land to make it easier for private individuals and organizations to acquire and return land to community assets and tax-producing properties. PHDC's Community Investment Group strengthens and improves Philadelphia's neighborhoods with affordable housing, public art, social impact projects, support for homeowners and renters, and economic development. This group focuses on approaches to equitable investment in affordable housing and community development, with programs including affordable housing financing, rental assistance, and loans for homeowners and landlords. PHDC's Design and Construction Group maintains PHDC assets and supports the City of Philadelphia to efficiently and cost-effectively complete capital projects.

### RECENT ACCOMPLISHMENTS

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**MINORITY DEVELOPER PROGRAM:** In FY22, PHDC launched the [Minority Developer Program](#) (MDP) to help address the lack of diversity in the Philadelphia real estate development and construction industry. MDP is hands-on, business assistance for small developers and contractors in Philadelphia. MDP will provide technical assistance and leverage public land and funding to create opportunities for minority developers to obtain contracts for real estate development projects. In December 2021, PHDC selected 70 developers to participate in the program. The developers will get assistance targeted to their current skill level and experience with the goal of increasing participation in larger development projects.



**THE LANDCARE PROGRAM:** This program is a partnership between DHCD and Pennsylvania Horticultural Society, which cleans, greens and stabilizes vacant lots. The interim task is removing blight and the goal is attracting new investment. In FY21, professional contractors and community groups maintained more than 12,000 lots. Studies of the program have found an increase of nearly 20 percent in home values near stabilized lots, a 41 percent decrease in feelings of depression among residents, and a 29 percent decrease in gun violence. Since 2003, more than 1,600 treated lots have been redeveloped into new housing and businesses. Approximately 72 percent of Philadelphia LandCare contractors are minority owned and 85 percent of the workforce of these contractors and community organizations are minority.



**PHS ROOTS TO REENTRY INITIATIVE:** Established in 2016, assists returning citizens with skills training and job readiness while creating a new workforce pipeline to landscape services contractors and Community LandCare organizations. In FY21, 63 residents returning from prison were enrolled in training, completed training, or were placed in a job.



**PHS SAME DAY PAY:** Launched in October 2020, Same Day Pay employs community residents each day to clean and maintain neighborhood vacant lots, streets, and corridors. Each participant works 5-6 hours a day and receives a payment of \$100 at the end of the day. PHS contracts with community organizations throughout the city to coordinate the work for the program. Each community organization operates this program one to two days a week and works with PHS to set up a lottery system to select 10 individuals to work on the day they are assigned. Each community organization provides a crew leader to direct the 10 working individuals that day. On average, 60 or more jobs are assigned each week.



**FORMALIZE COMMUNITY GARDENS:** In FY21, the Land Bank signed and renewed a total of 104 license agreements, which grant temporary access to property and help to formalize existing individual and community gardens. Additionally, PLB approved the conveyance of 65 lots for gardens and open space.



**REPURPOSING VACANT LAND:** The Philadelphia Land Management group – the Philadelphia Land Bank working in conjunction with the Philadelphia Redevelopment Authority, PHDC, and the Department of Public Property – made strides in putting vacant city owned land back into productive use. The Land Management group supports the [City's Housing Action Plan](#) by providing land as a public subsidy for the development of affordable and workforce housing. In FY21, Philadelphia Land Management conveyed 233 lots: 61 for side/rear yards (26 percent), 65 for gardens/open space (28 percent), two for business expansion (1 percent), and 105 for housing production (45 percent). The lots conveyed for housing development produced 60 units (19 percent) for people at or below 30 percent of Area Median Income (AMI), 147 units (48 percent) for people between 60-80 percent AMI, 21 “workforce housing” units (7 percent) for people at or below 120 percent AMI, and 81 market rate units (26 percent).



**DESIGN AND CONSTRUCTION:** PHDC's Design and Construction group works to support the City's Departments of Public Property and Parks and Recreation to manage and execute capital improvement projects at existing City facilities. In FY21 and FY22, Design and Construction completed 21 projects representing \$3.1 million in improvements to fire stations, police stations, public sidewalks adjacent to city facilities, and recreation facilities. PHDC assistance extends to Rebuild, for which it has undertaken 16 projects at playground and recreation centers. PHDC's maintenance crews completed 10 projects valued at \$450,000 and bid out six projects valued at \$3,611,000. Contractors have completed four of those six bid projects.

These projects have helped to expedite the work to build safe, healthy places for Philadelphia children to play.



**INNOVATIVE HOUSING FOR FORMERLY HOMELESS PEOPLE:** PHDC conducted a Request for Proposals process to develop “tiny homes” to serve formerly homeless people. PHDC selected Mosaic Development Partners to build approximately 30 units in West Philadelphia.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Unique lots stabilized	12,290	12,000	12,000	
Land Bank: Number of tax foreclosure properties acquired <sup>1</sup>	0	N/A	325	
Land Bank: Number of publicly owned properties disposed of for redevelopment activities within reporting period	233	325	325	
Land Bank: Gross revenue generated from land sales	\$68,032	\$325	\$200,000	

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<sup>1</sup>FY22 target is not applicable due to a lack of sheriff sales and acquisition funding.

## FY23 STRATEGIC GOALS

- ▲ Continue to support the maintenance, disposition, and redevelopment of vacant, tax delinquent land in Philadelphia.
- ▲ Increase the diversity of Philadelphia’s real estate development and construction industry through PHDC’s Minority Developer Program.
- ▲ Utilize NPI funds to make new housing more affordable to residents in Philadelphia.



## FY23-27 STRATEGIC INITIATIVES

Land Management will continue to collaborate with developers, community residents, City Council, and community-based organizations to provide land for housing, community investment projects, business expansion projects and open space and gardening. Land will continue to be used to maximize the public benefits of projects.

The Philadelphia LandCare Program will continue to green and clean over 12,000 lots

annually and PHS will continue its Re-Entry program to providing training, support and job placement opportunities for 60 residents returning from prison.

The Minority Developer Program will grow the capacity of small and mid-sized minority developers and contractors by providing technical assistance and development opportunities and support.

## PROGRAM 5: HOUSING DEVELOPMENT

### PROGRAM DESCRIPTION

DPD's housing development programs are carried out through its Division of Housing and Community Development (DHCD) and Philadelphia Housing Development Corporation (PHDC). Projects and programs include the production of new affordable and special needs housing units; the preservation of existing affordable housing; and housing counseling services to enable low- and moderate-income individuals to remain in their homes, access affordable housing programs and services, and create homeownership opportunities.

### RECENT ACCOMPLISHMENTS



**IMPLEMENT HOUSING ACTION PLAN:** In FY21, DPD continued to implement initiatives proposed in the City's [Housing Action Plan](#) and to [report on the progress](#) toward those goals. This plan provides strategies to preserve existing and create new housing opportunities to address the needs of residents at all income levels over the next 10 years. In the first half of 2021, programs identified in the Plan created or preserved 6,237 homes. Nearly 34,000 units have been created or preserved, exceeding the goal of 25,000 units, in the first two and a half years since the release of the plan in 2019.



**RESIDENTIAL TAX AND MORTGAGE FORECLOSURE PREVENTION PROGRAM:** This program postpones sheriff sales for owner-occupied properties, giving homeowners an opportunity to meet with a housing counselor. With the assistance of the counselor, homeowners meet with a representative of their mortgage lender to explore alternatives to foreclosure. In FY21, the program saved approximately 300 homes from foreclosure. This number is considerably lower than the target due to the closure of the courts and the halting of foreclosures. Housing Counseling Agencies have pivoted to help homeowners access other programs and services during this time. In a post-pandemic world, DHCD anticipates an increase in the number of families who participate in the program, particularly from low-income and minority households. Available data for FY21 indicate that approximately 80 percent of participants in tax foreclosure diversion counseling are from neighborhoods whose residents are mostly people of color.



**PHILLY FIRST HOME PROGRAM:** In FY21, 1,162 households became new homeowners under the Philly First Home program. The down payment assistance program helps low- and moderate-income households earning up to 120 percent of the AMI (\$104,350 for a family of three). Most of the households served to date earn much less than that, with 22 percent of grants going to households below 50 percent of AMI, 43 percent to households between 50-80 percent of AMI, and 35 percent to households between 80-120 percent of AMI. While the program provides up to \$10,000 or 6 percent of the sales price, the average grant to date is \$8,983 and the average sales price is \$174,400. Since all properties pay transfer tax, the program has generated nearly \$16 million in revenue back to the City and has leveraged over \$471 million in private mortgage financing. In addition to public funds the City used funding from a settlement with Wells Fargo to support this program.



**RENTAL AND SPECIAL NEEDS HOUSING PROJECTS:** Using local Housing Trust Fund (HTF) and federal Housing and Urban Development (HUD) dollars, DHCD funds and PHDC's Community Investment Group manages the production of new, affordable rental housing projects for low-income and special needs populations, including veterans, seniors, the formerly homeless, children, and people with disabilities in communities throughout Philadelphia. In FY21, 248 new units were developed and over 500 units are under construction. Additionally, many affordable rental tax credit projects approaching their 15-year compliance period require capital improvements to preserve existing affordable units. FY21 saw the preservation of 46 of these units, with 636 currently under construction.



**EMERGENCY RENTAL ASSISTANCE:** DPD not only continued the programs it has traditionally operated, but in response to need, with additional COVID-19 funds, PHDC has provided \$252 million in on-going rental assistance to support more than 39,000 tenant households and their landlords through January 14, 2022. Each round of funding required adjustments to the program and staff adeptly altered application processes to ensure efficient access to resources. Applicants to the program reflect Philadelphia's diversity. Nearly

two-thirds are Black. Another 16 percent identify as another race. Nine percent identify their ethnicity as Hispanic. 75 percent of households have incomes at or below 30 percent of AMI.



**HOME REPAIR PROGRAMS:** Several DPD programs assist homeowners and tenants to improve their homes. These home repair programs include the Basic Systems Repair Program (BSRP), Adaptive Modification Program (AMP), and the Emergency Heater Repair Program. BSRP provides repairs to electrical and plumbing systems, replaces heaters and roofs (when they are leaking severely), and addresses other system problems with repairs up to \$18,000. AMP provides free adaptations for homeowners and tenants with permanent physical disabilities, allowing them easier access to and mobility within the home. The Emergency Heater Repair Program provides emergency heater repairs to income-eligible homeowners. In FY21, 4,981 households received assistance under the home improvement programs. In FY22 through Q2, PHDC has served 2,757 households. In addition to these programs, PHDC also offers the Restore, Repair and Renew home loan program where from launch to date, 199 loans closed, lending \$3,633,965 to homeowner improvement projects. Homeowners receive support and education from program navigators throughout the process and are given 10 years to repay the loan at three percent interest.



**LANDLORD ASSISTANCE:** To improve the quality of naturally occurring affordable rental units in Philadelphia, PHDC has contracted with Impact Services to offer two financial products to landlords with less than 30 units. In FY21 and FY22, 74 loans have closed to support repairs to properties and provide working capital to landlords, and an additional 17 applicants are in the underwriting process, together totaling almost \$1 million to improve and maintain active rental units. Landlords who access this capital agree to maintain affordable rents for their apartments.



**EVICTIION DIVERSION PROGRAM:** DHCD launched an eviction diversion program in September 2020. The goal of the program is for landlords and tenants to arrive at an agreement that works for both parties, without having to go to Court. As of January 2022, there have been over 2,500 cases where landlords and tenants have participated in the program. It has shown tremendous success. Over 90 percent of parties reach an agreement or continue to negotiate. Benefits of diversion and mediation include:

- ▲ Connects landlords and tenants with financial resources and services available through the City (i.e., rental assistance, housing counseling, mediation)
- ▲ Tenants avoid an eviction filing or judgment on their record that could prevent them from accessing quality housing in the future.
- ▲ Landlords save money by avoiding court fees and attorney expenses.
- ▲ The Court sees fewer cases, putting less strain on the system.



**SHALLOW RENT PROGRAM:** PHDC runs a locally funded shallow rent pilot program to help cost-burdened tenants afford their housing and to help prevent eviction.

Operators of affordable housing projects are eligible to apply for rent vouchers on behalf of cost-burdened tenants for up to \$500/month. In FY21, the program provided support to 394 rent-burdened tenants.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Mortgage foreclosures prevented	304	1,100	1,100	
Homes repaired (BSRP, Heater Hotline, LIHEAP Crisis, and AMP)	5,090	4,981	5,000	
Clients receiving counseling for properties in tax foreclosure	0	250	250	
Homeowners' assistance grants	1,162	700	900	
Number of affordable housing units created	248	300	300	
Number of units preserved	46	300	100	

## FY23 STRATEGIC GOALS

- ▲ Help residents secure safe, healthy, and affordable homes by preparing them for home-ownership, financing affordable units, helping them avoid foreclosure, and assisting with their rent and utility costs.

## FY23-27 STRATEGIC INITIATIVES

▲ PHDC will implement its programs in the Neighborhood Preservation Initiative effectively, efficiently, and transparently. A public online dashboard will provide an ongoing status report to City Council, stakeholders, and the public.

▲ DHCD will continue to implement the Residential Tax and Mortgage Foreclosure Prevention Program. The continuing state of the pandemic is likely to impact reaching the current goal of 1,100 units in FY22.

- ▲ PHDC will continue to provide home repair services. In FY22, new bond funding tied to the Neighborhood Preservation Initiative will help home repair programs, including BSRP, AMP, and Heater Hotline, serve a target of 4,981 low-income households.
- ▲ DHCD will continue to support the creation of 300 new and 100 preserved affordable housing units for low-income residents, including those with special needs.
- ▲ DHCD will continue to administer the Eviction Diversion Program. The program will be tweaked as necessary to align with regulatory changes.
- ▲ PHDC will continue to administer the Shallow Rent Program in FY22. Funds from the Housing Trust Fund will support approximately 400 households.
- ▲ Create new measures to evaluate performance and ensure equity.

# POLICE



## PROGRAMS

**AVIATION**  
**CRIMINAL INVESTIGATIONS**  
**FIELD OPERATIONS**  
**FORENSICS**  
**INTELLIGENCE AND HOMELAND SECURITY**  
**ORGANIZATIONAL SUPPORT SERVICES**  
**PROFESSIONAL STANDARDS**



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## MISSION

The mission of the Philadelphia Police Department (PPD) is to make Philadelphia one of the safest cities in the country. 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.

# BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	708,324,818	704,349,409	724,221,929	752,550,599	780,100,087	780,268,351	780,268,351	780,268,351
<b>Class 200 - Contracts/ Leases</b>	9,459,039	10,418,373	11,018,373	12,667,116	13,614,254	15,098,442	15,098,442	15,098,442
<b>Class 300/400 - Materials, Supplies, Equipment</b>	10,603,333	14,579,952	15,794,152	16,549,152	15,794,152	15,794,152	15,794,152	15,794,152
<b>Class 500 - Indemnities/ Contributions</b>	30,753,353	0	0	0	0	0	0	0
<b>Total</b>	759,140,543	729,347,734	751,034,454	781,766,867	809,508,493	811,160,945	811,160,945	811,160,945

## PROGRAM 1: AVIATION

### PROGRAM DESCRIPTION

This program is responsible for providing patrol and protection to the City’s airport facilities, ensuring the safety of local and international passengers and protecting these vitally important transportation hubs and employment centers.

### RECENT ACCOMPLISHMENTS



**CONDUCTED MULTIPLE TRAINING EXERCISES:** Continued Multi-Agency Active Shooter and Emergency Preparedness exercises. Active Shooter exercise allowed various law enforcement personnel from federal, state, and local agencies that would respond for an actual incident, to come together to mitigate an active assailant while the Emergency Preparedness exercise simulated an aircraft crash with a mass casualties response. These trainings are critical to ensure, in the event of an incident taking place that all responding agencies work together as one when responding to these types of incidents.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of stolen rental vehicles	138	Reduction from FY21 Actual	Reduction from FY22 Actual	

## FY23 STRATEGIC GOALS

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▲
**Reduce reported stolen rental cars:** Continue to work to reduce the number of rental cars reported stolen.

## FY23-27 STRATEGIC INITIATIVES

- ▲ Aviation will continue to explore additional technology to assist officers in efforts to enhance security for travelers into and out of Philadelphia International Airport, such as fixed Automated License Plate Readers.
- ▲ Aviation will continue to work with the Transportation Security Administration (TSA) to pursue additional canine teams.
- ▲ Aviation will continue table-top exercises. These discussion-based sessions are critical to ensure a coordinated response to major incidents on Airport grounds. Team members meet in an informal, classroom setting to discuss their roles during an emergency and their responses to a particular emergency. A facilitator guides participants through a discussion of one or more scenarios. Additionally, live action training drills with internal and federal partners will continue to ensure a more efficient response to potential critical incidents.

## PROGRAM 2: CRIMINAL INVESTIGATIONS

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### PROGRAM DESCRIPTION

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.

### RECENT ACCOMPLISHMENTS

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**LICENSE TO CARRY APPLICATIONS:** Beginning January 2021, the Gun Permits Unit was technologically updated with the implementation of a web-based application system, PERMITIUM. Having the capability to accept and process applications online has resulted in a streamlining of the process and compliance with state legislation regarding the processing of applications. Additionally, completing the application online allowed the applicant to make submissions 24 hours a day 7 days a week. Prior to that applications were received in-person during business hours.



**INCREASED CLEARANCES:** The Homicide Unit has increased arrests by 11 percent during this unprecedented year of murders in the City of Philadelphia. There were 230 arrests for homicide in 2021 and 209 arrests for homicide in 2020.



**NARCOTICS ENFORCEMENT STRATEGY:** Created a Narcotics Enforcement Strategy for East Police Division focusing on the newly formed Kensington Avenue District. That effort led to the arrest of over 500 individuals, the confiscation of over 75 crime guns, over \$450,000 and narcotics with a combined street value of over \$1.6 million dollars.



**ESTABLISHMENT OF THE NON-FATAL SHOOTING INVESTIGATIONS GROUP:** Created a unit to focus solely on non-fatal shootings group centralizing the investigations and efforts to solve non-fatal shootings.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Homicide clearance rate <sup>1</sup>	40.0%	65.0%	65.0%	
Sexual assault clearance rate <sup>2</sup>	52.3%	Increase from prior year	Increase from prior year	
Average number of days to process a gun permit <sup>3</sup>	10	≤ 45	≤ 45	

<sup>1</sup>There are a variety of factors that have an impact of clearance rate; witness cooperation, nature of the incidents, number of incidents, and availability of evidence. However, the department has implemented several new initiatives, including enhanced DNA evidence collection from shell casings and the centralized non-fatal investigation team that will work closely with the homicide unit, which are expected to improve the overall clearance rate.

<sup>2</sup>A multitude of factors affect clearance rates, changing crime patterns, cooperation from witnesses, the incorporation of innovative investigative techniques, and better coordination with Law Enforcement partners.

<sup>3</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.

## FY23 STRATEGIC GOALS

- ▲ Increase the homicide and non-fatal shooting investigations overall clearance rate while continuing the ongoing collaboration between police and prosecutors that work exclusively on fatal and non-fatal shootings.
- ▲ Continue to work with and support federal and state partners as well as make quality arrests with the goal of getting more cases federally adopted.
- ▲ Increase the number of impactful investigations seizing more crime guns and narcotics that will have an impact on reducing the violence surrounding the narcotics trade as well as overdose deaths, which have reached epidemic numbers.

## FY23-27 STRATEGIC INITIATIVES

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The Detective Bureau will continue to follow the [Roadmap to Safer Communities](#) by working within Operation Pinpoint. Pinpoint is the Philadelphia Police Department’s strategy to reduce violence. The Police Department’s Operations focus of intelligence provides information to Patrol and Investigative Units and serves the communities identified in the Pinpoint Program.

### PROGRAM 3: FIELD OPERATIONS

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#### PROGRAM DESCRIPTION

This program is responsible for policing and includes officers, special patrols, highway patrol, the Commissioner, and the Department’s leadership team.

#### RECENT ACCOMPLISHMENTS

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**KENSINGTON POLICE DISTRICT:** PPD opened the new Kensington Police District (KPD) to enhance police engagement with the community and reduce violent crime and disorder within the boundaries of the new police district. Between January 1st and December 31st, 2021, KPD had a 29 percent reduction in shooting victims within its boundaries.



**CO-RESPONDER TEAMS:** Implementation of four Co-Responder (CIRT – Crisis Intervention Response Teams) that partner with PPD CIT Officers and mental health clinicians together in the field to respond to crisis related 911 calls. There are plans to expand in Spring 2022.



**YOUTH ADVISORY COMMISSION:** Established a Youth Advisory Commission with 16 members for youth ages 14-18, who are interested in creating positive change in their communities. The program is designed to increase youth understanding/ awareness of police practices, which will improve community relations. The program will consist of regular forums for group discussions, interactions, and problem solving with the police.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of shooting victims <sup>1</sup>	2,461	Reduction from FY21	Reduction from FY22	
Number of homicides <sup>2</sup>	568	Reduction from FY21	Reduction from FY22	
Number of part 1 violent crimes	13,888	Reduction from FY21	Reduction from FY22	
Number of burglaries	5,249	Reduction from FY21	Reduction from FY22	
Cumulative number of bike patrol officers	840	10% increase over FY21	10% increase over FY22	
Number of children enrolled in Police Athletic League (PAL) centers	1,189	10% increase over FY21	10% increase over FY22	

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<sup>1</sup>The PPD continues to implement the tenets of the Police Commissioner’s Crime Prevention & Violence Reduction Action Plan which is interwoven with the Roadmap to Safer Communities and includes: Re-affirming Pinpoint Areas - Through careful planning and data-driven feedback mechanisms, Operation Pinpoint allows us to collaborate with the community and criminal justice partners. By using data, intelligence, and problem solving, as well as frameworks of accountability, PPD surgically focuses on addressing the underlying problems that drive community safety issues and gun violence. The PPD exceeded the goal of increasing the number of Pinpoint Areas to over 45 locations; Establishing Weekly Shooting Review Meetings - This includes PPD internal stakeholders joined by local, state and federal partners reviewing each shooting in a granular way to identify patterns or those individuals who are most likely to be at risk of becoming a victim or perpetrator of crime; District Quarterly Crime Plans - Each District Commander is tasked to develop and implement quarterly crime plans that are data and intelligence driven, focused on hot spots where crime and violence are most prevalent. Commanders will have the flexibility to adjust and tailor crime plans as trends and patterns emerge within their districts, but each commander will be accountable internally through the PPD CompStat process. Furthermore, the entire country is grappling with the increase in gun violence. Most experts offer a cadre of reasons behind the spike. The strategy of the PPD continues to adapt to crime patterns; PPD has created the Non-Fatal Shooting Investigations Group to centralize investigations of all non-fatal shootings within the city.

<sup>2</sup> In an effort to reduce violent gun crimes the PPD Crime Prevention & Violence Reduction Action Plan continues to implement: an increase in the number of Pinpoint locations throughout the city; Weekly Shooting Reviews with all stake holders and Federal, State and Local Law Enforcement partners; Bi-Monthly CompStat process which holds each district commander accountable to the Action Plan; District Quarterly crime plans which are specifically tailored to district’s communities and crimes experienced; Group Violence Intervention: Call-Ins and Custom Notifications: the PPD identifies individuals for the quarterly ‘Call-In’ sessions or custom notifications; These sessions with law enforcement representatives, community leaders, social service providers, and gang- or group-involved individuals (often on probation or parole) will send a fair and balanced message to those violent groups. The message communicates that the violence in the community will not be tolerated; the consequences of continued violence; and offer help from the community and social service providers for those who accept it.

## FY23 STRATEGIC GOALS

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- ▲ Increase community safety, reduce violent crime and disorder, and build relationships within the Kensington and Allegheny areas by focusing on the following:
  - ▲ Community engagement and inclusion
  - ▲ Problematic drug corners and streets that are identified for enforcement and ongoing monitoring by East Division commanders, Narcotics Bureau, and the community
  - ▲ Improving the quality of life within the K&A area
- ▲ Provide an additional mental health/crisis related resource into the field, by deploying teams of CIT Officers and Mental Health Clinicians to serve as first responders to certain crisis related calls, as identified by Police Radio and the Department of Behavioral Health and Intellectual Disabilities (DBHIDS).
- ▲ Enhance positive police interaction with youth by maintaining a program for youth to participate in the PPD decision making process and ensure their voices are being heard in the community.

## FY23-27 STRATEGIC INITIATIVES

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Field Operations will continue to follow the [Roadmap to Safer Communities](#) by working within Operation Pinpoint, the Philadelphia Police Department's strategy to reduce violence thru focusing on disseminating intelligence information to Patrol personnel working in the communities identified in the Pinpoint Program.

## PROGRAM 4: FORENSICS

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### PROGRAM DESCRIPTION

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, to exonerate the innocent, identify true perpetrators of crime, establish crime patterns, and assist in solving and preventing crime.

## RECENT ACCOMPLISHMENTS



**SYSTEM UPGRADES** Major upgrade to the department’s Laboratory Information Management System (LIMS) & Evidence Management System (EMS) improved workflows, communication, and collaborative efforts involving forensic evidence and examinations.



**AWARDS:** The Office of Forensic Science, along with Bucks and Montgomery counties, was awarded the International Association Chief of Police August Vollmer Leadership Award, for the use of Rapid DNA and regional DNA searches to solve crime.



**CAREER ASSISTANCE:** The PPD Office of Forensic Science engaged with local elementary schools, high schools, and colleges to promote STEM careers and student interactions with the PPD.



**RE-ACCREDITATION:** The Office of Forensic Science re-accredited under ISO 17025 international quality standards.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of cases (submissions) received	31,171	37,000	37,000	
Number of investigative leads provided to investigators through forensic databases (ballistic, DNA, and prints)	3,947	Increase over FY21 actuals	Increase over FY22 actuals	
Percentage of new sexual assault kit (SAK) cases completed within the recommended 180 days, as stated in Act 27	100%	100%	100%	

## FY23 STRATEGIC GOALS

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- ▲ Implement new technologies to improve operational capacity and the PPD's ability to use forensic data to produce investigative leads.
  - ▲ Expand the Philly Fast Brass program, which screens ballistic evidence for actionable leads to aid investigations, through the validation and implementation of 3D microscopic technology and a BulletTrax system for the examination of projectiles.
  - ▲ Implement robotic systems for DNA analyses to increase the ability of forensic DNA examiners to process more evidence to address gun violence and other criminal activity.
- ▲ Deploy the newly updated Laboratory Information Management System (LIMS) and Evidence Management System (EMS) to all units within the PPD to increase the department's ability to maintain, track, analyze, and produce leads from forensic evidence.

## FY23-27 STRATEGIC INITIATIVES

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PPD will maintain American Standards Institute-National Accreditation Board (ANAB) ISO 17025 accreditation in all forensic disciplines and obtain forensic accreditation for the Digital Media Evidence Unit (DMEU). As needed, the OFS will monitor advances in forensic science and technology that could improve public safety and develop strategies and recommendations on how to maintain the City of Philadelphia's forensic capabilities.

Working with the local, state, and federal partners, the PPD will seek funding and collaborations to identify resources to increase forensic services through a multi-faceted approach which may include a combination of robotic automation, grant funding, larger facilities, increased staffing, workflow efficiencies, and federal partnerships. By increasing analytical capacity, the OFS can provide a direct benefit to investigations and public safety.

The OFS will expand the Technical Intelligence Program to improve the City's use of forensic science data to provide transparent and intelligence-led policing. Through lean six sigma projects within several units, the OFS will maximize its resources to increase efficiency and effectiveness with the express goal of providing a higher level of forensic analyses for investigative leads and court proceedings. With a mission-driven focus, the OFS will provide quality forensic science for current investigations, cold-cases and post-conviction cases to ensure objective and reliable evidence is available to the criminal justice system.

## PROGRAM 5: INTELLIGENCE AND HOMELAND SECURITY

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### PROGRAM DESCRIPTION

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.

### RECENT ACCOMPLISHMENTS

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**INTELLIGENCE BUREAU UNITS:** The Surgical Policing through Intel & Data Analysis initiative is currently up and running. In 2021, PPD hired 11 additional civilian analysts. PPD now has 44 civilian analysts across all Intelligence Bureau Units. These analysts primarily support Operation Pinpoint within the Intelligence Bureau and Patrol Operations, including staffing the Crime Information Centers (CICs) as described below. This enables Commanders to create and maintain robust operational plans for over 45 gun violence hotspots identified across the city, understanding the people, places, and underlying neighborhood conditions driving violence. Secondary missions of this program include staffing the Real-Time Crime Center and the Fusion Center with civilian analysts (as described below).



**MOBILITY PROJECT:** PPD started the Mobility Project (funded by the Philadelphia Police Foundation) and deployed 700 phones in the field. In addition, PPD also opened two decentralized mini Real-Time Crime Information Centers, staffed with officers and civilian analysts, that are fully functional in East and Central Divisions. The goal of this program is to increase critical information sharing between analysts and officers in the field to support surgical policing efforts, increase community contacts with officers, increase officer safety for foot beat and bike patrol officers, and begin the process of increasing administrative efficiency through modernization of paper processes.



**INTELLIGENCE BUREAU:** The Intelligence Bureau has developed the Cyber Security program within the Delaware Valley Intelligence Center, which is one of 79 fusion centers across the country. Fusion Centers are operated centers that serve as focal points in states and major urban areas for the receipt, analysis, gathering and sharing of threat-related information between State, Local, Tribal and Territorial (SLTT), Federal and private sector partners. Working with the Office of Innovation and Technology (OIT) and using current analytical capabilities, PPD can identify cyber threat trends and patterns and make appropriate notifications to reduce cyber intrusions. This program will be further expanded working with federal partners in 2022.



**GROUP VIOLENCE INTERVENTION PROGRAM:** The Police Department is continuing to work with Public Safety and Community Partners to expand the Group Violence Intervention Program (GVI) to support people who could pull the trigger of a gun in the future.

## FY23 STRATEGIC GOALS

- ▲ Philadelphia Police Mobility Program: Philadelphia Police Mobility program, through the deployment of secure smart phones and Crime Information Centers staffed by officers and analysts, will directly enhance communications with officers and supervisors in the field. Accurate and timely information is critical and allows officers to make better decisions and support the community through professional service. Mobility will provide officers with this information, including crime data, quality of life issues, direct contacts with community leaders and full contact with the Intelligence Bureau. This program has already shown positive results in the Kensington District providing officers with enhanced situational awareness and community needs and will expand in 2022.
- ▲ Philadelphia “PedStat” Program: In late 2021, in conjunction with the City’s Law Department and Plaintiff’s counsel for Mahari Bailey, et al., v. City of Philadelphia, et al, remedial measures were proposed to mitigate racial disparities. The order puts in place a data-driven, quarterly CompStat-style, or “PedStat” process to address both 4th and 14th Amendment procedural justice issues with investigative stops. Already in development is the activation of a “Digital Dashboard” that provides data on a real-time basis to PPD Commanders and other high-level supervisors regarding investigative stops and post-stop actions, including frisks, searches, and arrests. Understanding that not all racial disparities in stop demographics are police-driven, the dashboard will include results from specific analyses and benchmarks designed by statisticians and criminologists intended to scientifically detect potential racial bias issues and evaluate intervention measures to mitigate them.
- ▲ Intelligence Bureau Cyber Security Program: Cyber threats are steadily increasing across the country. These threats can consist of criminal activity, terrorism, threats on life, increased criminal encrypted communications and negativity impact critical infrastructure and communications. The Intelligence Bureau has developed a cyber-security team within the Delaware Valley Intelligence Center, one of 79 fusion centers across the country. Teaming analysts with OIT, the Department is now able to identify pending threats and provide early notifications to city partners as well as the national fusion center network.



Continue Operation Pinpoint in support of the overall efforts of the [Philadelphia Roadmap for Safer Communities](#) and Police Commissioner's [Crime Prevention and Violence Crime Reduction Action Plan](#).

## PROGRAM 6: ORGANIZATIONAL SUPPORT SERVICES

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### PROGRAM DESCRIPTION

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.

### RECENT ACCOMPLISHMENTS

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**TRAININGS:** Increased Active Bystandership for Law Enforcement (ABLE), which teaches officers effective ways to step in when they witness misconduct and help agencies create a culture that supports such interventions to include 1,027 personnel fully trained, with anticipation of training over 2,000 PPD personnel by year-end. In addition, PPD trained 6,080 sworn and non-sworn officers in implicit bias training in 2021.



**RE-ACCREDITATION:** Philadelphia Police Department completed 100 percent compliance in August 2021 and received a certificate of re-accreditation. The re-accreditation of the PPD is critical in enhancing the professional reputation of the Police Department. It supports the pillar of Organizational Excellence, and it is confirmation that PPD is a learning organization that adopts and recognizes best practices in policing. PPD is now collecting proof of compliance and preparing for re-accreditation scheduled for August 2024.



**BODY WORN CAMERAS DEPLOYMENT:** PPD continued to make progress with deployment of body worn cameras (BWC) by equipping 2,825 sworn members of the department assigned to operations assignments. BWC deployment is a component of both the City's [Police Reforms Initiative](#) as well as the Police Commissioner's Crime Prevention and Violent Crime Reduction Action Plan's Organizational Excellence Pillar.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent of officers who are female <sup>1</sup>	21.6%	2% increase	2% increase	
Percent of officers who are minority <sup>2</sup>	43.1%	2% increase	2% increase	
Percent of authorized sworn positions filled <sup>3</sup>	96.7%	100%	100%	
Percent of in-service officers that have received reality based training (BRT) <sup>4</sup>	100.0%	100%	100%	
Percent of officers trained in the administration of Naloxone in high-need areas of the City <sup>5</sup>	51.6%	65%	65%	
Number of body worn cameras deployed during the reporting period <sup>6</sup>	3,032	800	800	
Percent of 911 calls answered within 10 seconds <sup>7</sup>	80.8%	≥ 90.0%	≥ 90.0%	

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<sup>1</sup> The PPD is focused on recruitment efforts with the goal of having the police force reflect the demographics of the city. The police department has requested and received technical assistance from The International Association of Chiefs of Police (IACP) Collaborative Reform Technical Assistance Center (CR-TAC) to conduct a comprehensive review of recruitment and retention efforts focused on attracting diverse individuals to join and remain amongst ranks. The PPD signed and is committed to the 30 by 30 pledge to hire at least 30 percent female recruits by the year 2030. The recruitment efforts include the Police Commissioner and her executive team hosting chat and chews in the community as well as extensive outreach through faith based communities and higher education partners.

<sup>2</sup> The PPD is focused on recruitment efforts with the goal of having the police force reflect the demographics of the city. The police department has requested and received technical assistance from The International Association of Chiefs of Police (IACP) Collaborative Reform Technical Assistance Center (CR-TAC) to conduct a comprehensive review of recruitment and retention efforts focused on attracting diverse individuals to join and remain amongst ranks. The recruitment efforts include the Police Commissioner and her executive team hosting chat and chews in the community as well as extensive outreach through faith based communities and higher education partners. In addition efforts are underway to provide tutoring and extra PT help to increase the number of candidates who successfully qualify for appointment to the police academy.

<sup>3</sup> "Authorized" refers to the number of budgeted positions. PPD currently has two Recruit classes in the Police Academy, the most recent started on 12/27/2021. While PPD anticipates additional Recruit classes before the end of FY22, it is extremely unlikely however, that it will be able to attain the goal, given that the candidate pool has been severely hampered given events that have occurred throughout the country related to policing and recent changes enacted by Philadelphia City Council concerning residency requirements for potential employees.

<sup>4</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.

<sup>5</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, and high overdose rates do not necessarily correlate with high crime rates. Training has resumed with the hope of running larger classes in the near future once PPD resolves a minor issue with the software used to track training and distribution of the Narcan. Even with this minor issue, PPD is confident PPD will be able to meet target by the end of FY22.

<sup>6</sup> Police facilities require significant IT and facility modifications in order to adequately deploy the BWC's, given the age of many of PPD's buildings. PPD works in conjunction with OIT and PRA to upfit districts prior to BWC deployment. Delays in deployment occur based on the extent of work needed to get facilities upfitted. Deployment of cameras has begun again, in compliance with COVID-19 restrictions.

<sup>7</sup> This benchmark is tied to grant funding; the Department is eligible for funding when this rate is at or above 90%. Currently, Police Radio is 31 below its authorized staffing levels. PPD continues to work to fill these vacancies. PPD is working with OHR to finalize a pay evaluation and to streamline the hiring process in an effort to fill vacancies and retain dispatchers, once hired.

## FY23 STRATEGIC GOALS

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- ▲ Continue to deploy body worn cameras with the annual goal of 800 additional cameras to be deployed to bring PPD to approximately 60 percent of its targeted goal. The goal is to have all Patrol Districts completed by the middle 2022.
- ▲ Continue efforts to fill budgeted staffing levels within both the sworn and non-sworn ranks; specifically, for Police Officer and Police Communications Dispatchers. Proper staffing is vital to the Department's efforts to reduce crime and ensure the safety of the residents of Philadelphia and PPD employees.

## FY23-27 STRATEGIC INITIATIVES

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- ▲ PPD will continue efforts to fill budgeted uniform and civilian staffing levels and to increase minority hiring within sworn ranks.
- ▲ Continue to increase transparency, build public trust, and support the implementation of the Body Worn Camera Program.
- ▲ PPD will continue Active Bystandership for Law Enforcement (ABLE) Training.

## PROGRAM 7: PROFESSIONAL STANDARDS

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### PROGRAM DESCRIPTION

Professional Standards is responsible for ensuring the integrity of the Department through fair, thorough, and proactive investigations of alleged police misconduct, as well as conducting background investigations for future employees. In addition, this program is responsible for ensuring the Department complies with the 2011 Bailey Agreement, a federal consent decree that monitors pedestrians stopped, frisked, searched, and/or detained by the Philadelphia Police Department and for recruiting high quality departmental candidates. This program is also responsible for issuing and tracking all court attendance notifications for PPD employees, as well as the Court Attendance Tracking System (CATS) which captures, stores, and displays information regarding officers' attendance at court cases.

## RECENT ACCOMPLISHMENTS



**COMMUNITY OUTREACH:** The Recruitment Unit introduced a community outreach process, which involved a physical agility workshop geared toward current applicants and prospective ones. The unit also underwent an assessment by IACP which recommended changes to how PPD should implement best practices and procedures currently being used throughout the Department.



**INVESTIGATIVE PROCESSES:** The Internal Affairs Division implemented the bifurcated process of criminal investigations versus administrative violations, which was a recommendation provided during an assessment conducted by an outside group in late 2020. This has created a more consistent and structured investigative process that will evolve even more upon the increase of additional staffing resources.



**INVESTIGATIONS:** The Internal Affairs Division implemented an intensified managing process of Complaint Against Police (CAPs) - 90 days investigations which has led to an 18 percent increase in the 90-day completion rate, bringing the overall rate to just over 50 percent for CAPs. This process will continue over the next year to continue the increase in the 90-day completion rate.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of civilian complaints against police officers	525	Reduction from FY21	Reduction from FY22	
Percent of investigations of civilian complaints against officers completed within 90 days	23.7%	60%	60%	
Number of police involved shootings	21	Reduction from FY21	Reduction from FY22	

## FY23 STRATEGIC GOALS

- ▲ Reduce complaints against Police lower than FY21.
- ▲ Increase the number of minorities hired within the PPD to be reflective of the demographics of the population the PPD serves. This measure is dependent on the PPD's ability to put Recruit Classes into the Police Academy.
- ▲ Increase the percentage of Complaints Against Police investigations completed within 90 days to reach target of 60%.
- ▲ Reduce the percentage of unconstitutional pedestrian stops by 10 percent, provide training to PPD personnel regarding the Bailey agreement, which requires better documentation, review, and scrutiny of pedestrian and vehicle investigations being conducted by the PPD; and manage and track a progressive disciplinary process as mandated by the federal agreement.
- ▲ Begin to implement Early Intervention System (EIS) across the department. EIS is a critical component of the Crime Prevention and Violence Reduction Action Plan. The EIS will assist in identifying potential problem employees early, to allow for positive corrective measures to change officer behaviors. This will help to rebuild the trust of the communities PPD serves, especially marginalized communities.



### FY23-27 STRATEGIC INITIATIVES

Continue the planning and purchase of a replacement or upgrade for the aging CATS (Court Attendance Tracking System).

Continue to implement the Early Intervention System, which is a critical component of the Crime Prevention and Violence Reduction Action Plan.



# PRISONS

## PROGRAMS

**ADMINISTRATION**

**MAINTENANCE**

**MEDICAL AND PSYCHIATRIC SERVICES**

**SECURITY AND OPERATIONS**

**SOCIAL SERVICES/REENTRY**



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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 and prepares them for re-entry into society in a clean, lawful, humane, and safe environment. PDP offers job training, educational services, parenting classes, substance abuse services, medical services, behavioral health therapy, and counseling, individual and group therapy.

To ensure successful reentry and to elevate the City and PDP's focus on reentry, in August 2019 the Office of Reentry Partnerships (ORP) was created by the Managing Director's Office to act as the umbrella agency to coordinate, maintain, and expand public-private partnerships across the City to ensure linkages to community services post release, replacing the Mayor's Office of Reintegration Services for ex-offenders formerly known as (RISE). PDP, working with the ORP, will ensure that there is a continuum of reentry services for people incarcerated at PDP after release. This partnership will play a critical role in the City's efforts to reduce recidivism, as criminal justice reform in Philadelphia evolves to focus on community reinvestment and reentry.

The PDP operates the four major facilities listed below for the incarcerated population, plus the Alternative and Special Detention Unit.

 FACILITY	 POPULATION	 CLASSIFICATION
Curran Fromhold Correctional Facility (CFCF): 7901 State Road	Adult male intake and general population	Close, Maximum, Medium, Minimum
Alternative and Special Detention (ASDCU/ MOD 3): 8101 State Road <sup>1</sup>	Adult female population	Close, Maximum, Medium, Minimum, Community
Riverside Correctional Facility (RCF): 8151 State Road	Adult male and youthful offender population	Community, Minimum, Medium
Detention Center (DC): 8201 State Rd	Licensed mental health housing and medical infirmary; overflow of population from other facilities	Medium, Minimum
Philadelphia Industrial Correctional Center (PICC): 8301 State Rd	Adult male population	Close, Maximum, Medium

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<sup>1</sup>The ASDCU is incorporated under the Riverside Correctional Facility.

## BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	118,472,913	132,739,167	133,890,594	135,495,470	135,945,400	135,945,400	135,945,400	135,945,400
<b>Class 200 - Contracts/ Leases</b>	95,215,322	98,210,934	110,810,934	104,696,211	104,696,211	104,696,211	104,696,211	104,696,211
<b>Class 300/400 - Materials, Supplies, Equipment</b>	3,997,199	5,499,455	5,499,455	4,674,595	4,542,222	4,557,986	4,016,769	4,016,769
<b>Class 500 - Indemnities/ Contributions</b>	1,487,394	1,201,757	1,201,757	1,201,757	1,201,757	1,201,757	1,201,757	1,201,757
<b>Total</b>	219,172,828	237,651,313	251,402,740	246,068,033	246,385,590	246,401,354	245,860,137	245,860,137

# PROGRAM 1: ADMINISTRATION

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## PROGRAM DESCRIPTION

This program includes PDP’s Central Executive Office, Administrative Services, Human Resources, Management Information System (MIS), and the Contracts Unit. These units work together to operate an efficient and cost-effective correctional system.

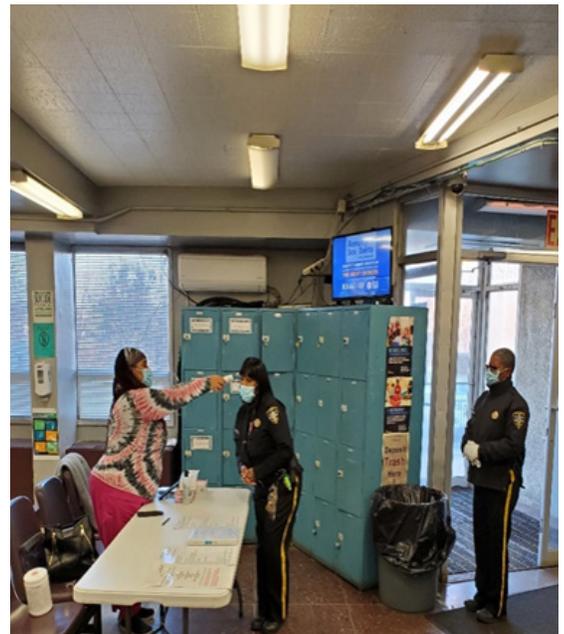
## RECENT ACCOMPLISHMENTS

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 **MITIGATION OF COVID-19:** In 2021, the PDP continued to maximize its efforts to mitigate the spread of the COVID-19 virus throughout the entire campus, through continued screening of all staff and visitors to its facilities and buildings, cleaning protocols and onsite immunization and booster shots of staff, contractors and incarcerated population. PDP implemented weekly testing of staff and contractors who have not provided proof of vaccination. These efforts will remain in place to keep the workforce and incarcerated population safe and mitigate spread of the COVID-19 virus.

 **CADET CLASSES:** The PDP onboarded six cadet classes consisting of 143 new officers to fill vacancies due to attrition.

 **JAIL MANAGEMENT SYSTEM:** In 2021, the PDP in partnership with the Office of Innovation and Technology issued a Request for Proposal for a new jail management system. This new system will replace PDP’s 25-year-old jail management system that is past its life span.



**STAFF TEMPERATURE CHECKS**

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent of newly admitted inmates that are processed and housed within 24 hours of admission <sup>1</sup>	100.0%	100.0%	100%	
Percentage of budgeted positions (uniform only) filled <sup>2</sup>	87.5%	95%	95%	
Average daily prison census: number of inmates in custody <sup>3</sup>	4,420	5,000	5,000	
Actual spend on overtime (year-to-date, in millions) <sup>4</sup>	\$24.6M	\$23.0M	\$26.8M	

<sup>1</sup>The 24-hour period is a self-imposed threshold and not a legal requirement. However, the goal is for 100% of incarcerated people to wait no longer than 24 hours (current average is 8-10 hours). This goal remains in effect to allow the PDP to achieve this goal should a significant increase in admissions occur at a given time.

<sup>2</sup> The Department's budgeted uniformed staffing (1935) is currently only staffed at 69%. Currently the filled uniformed positions total (1284) due to unanticipated early retirements and resignations. In addition 180 additional positions were added to this count from the prior year (FY21: 1755; FY22: 1935). The vacancy rate will require continuous onboarding of new Correctional Officers.

<sup>3</sup> PDP continues to work with criminal justice partners to safely reduce the census and had projected the population at or below 4,000. However, the PDP census has increased above 4,000 for the past year and averages above 4,500 daily. If the admissions continue to outpace releases and the average length of staff increases, additional funding will be necessary. PDP projects the population to be at or above 5,000 heading into the next quarter.

<sup>4</sup>The PDP continues to monitor and only utilize overtime to cover mandatory manned posts to run the operations safely.

## FY23 STRATEGIC GOALS

- ▲ Upgrade Prison information management system to enhance data efficiency and improve management controls.
- ▲ Continuous hiring to fill vacancies and enhance staff development and wellness plan in support of work-life balance to improve retention.
- ▲ Incorporate racial equity into implicit bias training for equity amongst ranks, divisions, and promotional opportunities.
- ▲ Continue partnership with the Office of Reentry Partnerships, other City departments and community groups to provide services to incarcerated and recently released people.

## FY23-27 STRATEGIC INITIATIVES

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PDP will continue to work to implement installation of new technology for information management to support efficient administrative duties and management of the incarcerated population. PDP will continue its vigorous efforts to hire and fill positions and increase training and develop opportunities at the Training Academy in support of staff retention and promotional readiness. Coupled with the above initiatives, PDP will incorporate racial equity in its administrative decisions about the work force, contracts and incarcerated population.

## PROGRAM 2: MAINTENANCE

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### PROGRAM DESCRIPTION

This program is responsible for the efficient operation of the Prisons' physical plant and related equipment, for preventative and routine maintenance needs, and manages the Department's capital program. This program includes City and contractual maintenance, water treatment, and Title V permits.

### RECENT ACCOMPLISHMENTS

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#### RENOVATIONS:

- ▲ Completed renovation of largest campus parking lot to improve staff and pedestrian traffic.
- ▲ Installed plexiglass partitions throughout facilities to serve as barriers to reduce transmission of COVID-19 virus.
- ▲ Completed updated security camera project at the Philadelphia Industrial Correction Center (PICC).
- ▲ Completed additional perimeter camera installation across the campus.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Average daily rate of out of service cells <sup>1</sup>	17	≤ 20	65	
Total amount of overtime for maintenance staff	\$448,450	\$429,253	\$350,000	

<sup>1</sup>This measure tracks the average number of cells out-of-service due to maintenance issues. FY23 target is reflective of current trends seen in FY22 year to date.

## FY23 STRATEGIC GOALS

- ▲ Replace cell locks at PICC maximum security side and Riverside Correctional Facility (RCF).
- ▲ Complete the PICC roof repair project which is inclusive of new fencing and concertina wire along the roof perimeter.
- ▲ Complete the lighting sustainability project throughout the campus and transition to more efficient lighting.



PDP will continue to upgrade its infrastructure across the campus through the Capital Program to enhance security, perform routine and preventative maintenance, and increase energy efficiency. These initiatives align with modern day corrections and support the workforce in safely performing their duties. It also provides safe housing for incarcerated people and allows for optimal operations.

# PROGRAM 3: MEDICAL AND PSYCHIATRIC SERVICES

## PROGRAM DESCRIPTION

This program includes contracted medical and behavioral health services, as well as Medication Assisted Treatment (MAT) for eligible incarcerated people. Services are consistent with community standards ensuring that cost-effective, quality health care is provided for all PDP incarcerated people.

## RECENT ACCOMPLISHMENTS



**COVID-19 RESPONSE:** Controlled the spread of COVID-19 and provided COVID-19 screening, testing, and immunizations for staff and incarcerated people.



**BRIDGE ORDER PROCESS:** Expanded verified bridge order process to prevent interruption of medication in the context of the pandemic challenges. Bridge order refers to when an inmate is admitted for whom PDP has a recent psych medication record or can find a medical record through a national prescription database. This enables a prescriber to initiate medication before seeing the patient and decreases delays in receiving the appropriate medication.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent of eligible inmates receiving behavioral medications within 48 hours of admissions	93%	90%	90%	
Percentage of STD-positive patients treated before release	87%	90%	90%	

## FY23 STRATEGIC GOALS

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- ▲ Complete integration of physical and behavioral health care.
- ▲ Re-activate out of cell programming for incarcerated people in special management and increase programming for all incarcerated people in restrictive housing.

## FY23-27 STRATEGIC INITIATIVES

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PDP has integrated physical and behavioral health care provided by one vendor and will continue to provide treatment for incarcerated people with pre-existing conditions, mental health, and medication assisted treatment needs. PDP will continue to provide onsite testing and immunization to staff and incarcerated people to mitigate the spread of COVID-19. PDP will continue its collaborative work with community health care providers for transitional care for substance use treatment upon release.

Cognizant of COVID-19, PDP will strategically resume pre-pandemic programming in a safe manner for the workforce and incarcerated people. PDP will work to expand internet access to increase tablet availability for incarcerated people for programming, official visits, and family/friend visits.

## PROGRAM 4: SECURITY AND OPERATIONS

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### PROGRAM DESCRIPTION

This program operates to ensure public safety, maintaining a safe working environment for employees, and sustaining humane and safe living conditions for incarcerated people. This program includes inmate classification, movement, release, the Training Bureau, the Office of Professional Compliance, Policy and Audit, the Medical Transportation Unit, Emergency Operations, Transportation, and Housing, along with staffing for all facilities and Statewide Automated Victim Information and Notification (SAVIN) victim notification.

## RECENT ACCOMPLISHMENTS



**TRANSPORTATION SERVICE:** Resumed transportation service for newly released persons from seasonal to year-round.



**MUNICIPAL ID:** Installed equipment for Municipal ID program and will begin issuing identification for released people.



**SECURITY CAMERAS:** Installed additional security cameras at facility entrances.



**DETENTION CENTER:** Converted area the visiting room to facilitate onsite courtroom for municipal court cases at the Detention Center (DC).

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Overtime costs avoided through use of the Medical Transport Unit (year to date)	\$3.1M	\$3.2M	\$3.2M	

### FY23 STRATEGIC GOALS

- ▲ Complete the cell lock project at PICC and RCF.
- ▲ Install new contraband detection equipment.
- ▲ Continue to provide security for the Municipal Court room at DC in support of hearings and to reduce the population safely.



## FY23-27 STRATEGIC INITIATIVES

PDP will continue to work with the contracted vendors to procure and install new locks at the PICC and RCF thus upgrading the security of cells to keep staff and the incarcerated population safe. PDP will include the installation of new cell locks for Curran Fromhold Correctional Facility

(CFCF) during FY 22. PDP will continue to provide security for the DC court room for incarcerated persons with Municipal court cases and expect the continued collaboration with criminal justice partners to facilitate hearings for disposition.

## PROGRAM 5: SOCIAL SERVICES/REENTRY

### PROGRAM DESCRIPTION

This program provides training and other services to incarcerated people to support the right and capacity of incarcerated people to make positive changes in their lives. Programs include professional services/social services, Office of Re-entry Partnerships (ORP), vocational skills training, the Philacor Correctional Industries Inmate Training Program, inmate education, social services, and inmate work programs.

### RECENT ACCOMPLISHMENTS



**COVID-19:** Philacor Correctional Industries training program produced 145,893 cloth masks to protect against COVID-19.



**MASK PRODUCTION IN PRISONS  
CORRECTIONAL INDUSTRIES SHOP**



## PROGRAMMING AND FACILITATION:

- ▲ Cognizant of the COVID-19 pandemic, the Restorative and Transitional Services (RTS) offered programming and services in cohorts and implemented virtual programming.
- ▲ RTS coordinated and facilitated legal phone calls for attorneys and providers and partnered with Office of Reentry Partnerships and the Defender Association for enhanced discharge planning to reduce the incarcerated population.
- ▲ Continued to provide access to Chaplaincy services.
- ▲ Continued to provide educational programs and testing resulting in 13 incarcerated people earning GED certificates.
- ▲ Continued the Pennypack House School for incarcerated youth for in-person and virtual instruction.
- ▲ Four RTS staff were certified as trainers for the Ohio Risk Assessment (ORAS) for sustainability and 30 staff were trained. ORAS risk-needs assessment identifies risk level and criminogenic needs to enhance service for the incarcerated people.
- ▲ Partnership with lived experience advocates to encourage incarcerated people to get vaccinated.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Sentenced inmates participating in an educational or treatment program.	73.9%	20.0%	60%	
Reincarceration rate: one year	29.70%	38%	30%	
Reincarceration rate: three year	53.3%	≤ 55.0%	35%	
Reincarceration rate: five year	60.9%	≤ 63.0%	50%	
Percentage of inmates with completed 5, 30, 75th day interviews and discharge plans	42.8%	50%	70%	
Percentage of inmates assigned to programs and work assignments	46.0%	40%	50%	
Percentage of medium and close custody inmates assigned to programs and work assignments	51.0%	50%	50%	
Percentage of pretrial population assigned to programs and work assignments	44.5%	50%	50%	

## FY23 STRATEGIC GOALS

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- ▲ Onboard a Program Analyst to evaluate the effectiveness of programming.
- ▲ Increase partnerships with academic institutions for the Inside/Out Program that offer four college credits upon admission.
- ▲ Increase violence prevention programming with community groups for pre-release engagement services.

## FY23-27 STRATEGIC INITIATIVES

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PDP will utilize findings of program analyst evaluation to inform decisions about existing and new programs for the incarcerated population. PDP will continue to explore certification training that aligns with viable employment upon release. PDP will continue to partner with City and community violence prevention groups in preparation of people being released from prison. PDP will increase educational partnerships with City and community groups in support of GED attainment and college credit opportunities.



# PROCUREMENT

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## PROGRAMS

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**SERVICES, SUPPLIES, AND EQUIPMENT (SS&E)**  
**PUBLIC WORKS**  
**INVENTORY DISPOSAL/CONTROL**  
**VENDOR ENGAGEMENT**  
**ADMINISTRATION**



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/  
PROCUREMENT-DEPARTMENT/](https://phila.gov/departments/procurement-department/)

## MISSION

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The Procurement Department is the central purchasing and materials management agency for the City of Philadelphia. Procurement's goal is to acquire services, supplies, equipment, and construction contracts through a fair and open process and at the best value to the City. Procurement seeks to leverage taxpayer dollars in a way that upholds trust by using sound procurement practices.

# BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	2,434,690	2,648,235	2,777,733	3,298,639	3,477,423	3,477,423	3,477,423	3,477,423
<b>Class 200 - Contracts/ Leases</b>	3,418,130	3,395,744	3,395,744	3,431,115	3,438,590	3,438,590	3,438,590	3,438,590
<b>Class 300/400 - Materials, Supplies, Equipment</b>	3,283	12,359	12,359	39,359	12,359	12,359	12,359	12,359
<b>Total</b>	5,856,103	6,056,338	6,185,836	6,769,113	6,928,372	6,928,372	6,928,372	6,928,372

## PROGRAM 1: SERVICES, SUPPLIES, AND EQUIPMENT (SS&E)

### PROGRAM DESCRIPTION

Service, Supplies, and Equipment is responsible for managing formal and informal contracts for the procurement of City services, supplies, and equipment as per the requirements of the Philadelphia Home Rule Charter (Section 8-200) and The Philadelphia Code.

### RECENT ACCOMPLISHMENTS



**VOTING LOGISTICS:** Managed the bidding and contracting opportunity on behalf of the City Commissioners Office to procure a local and woman-owned logistics vendor for the delivery and movement of the City’s voting machines, advertising, printing services, and maintenance contracts.



**COVID-19:** Created the Personal Protection Equipment (PPE) Program for all departments to access supplies and equipment to combat COVID-19. Collaborated with the Office of Emergency Management to leverage existing contracts for infectious waste disposal during the pandemic. In addition, Procurement established a COVID-19 Test Kit Program and secured contracts to provide city residents and departments access to over-the-counter and professional grade COVID-19 tests.



**VIRTUAL LEARNING:** Collaborated with the Office of Innovation and Technology to procure wireless modems for Parks and Recreation and the School District of Philadelphia to support student access to virtual learning at home and at recreation centers.



**EMERGENCY RESPONSE:** Supported the Office of Emergency Management, the Philadelphia Water Department, and the Streets Departments by providing access to emergency response contracts to stabilize and re-open the city in the aftermath of Hurricane Ida.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Average number of days from bid initiation to award	232	200	200	
Average number of bidders per awarded contract(s) <sup>1</sup>	3.1	4	3	
Percentage of Service, Supply and Equipment (SSE) contracts awarded to Minority-, Women-, and Disabled-Owned Business Enterprises (M/W/DSBEs) <sup>2</sup>	Data not yet available	35%	35%	
Percentage of Small Order Purchases (SOPs) awarded to M/W/DSBEs <sup>3</sup>	Data not yet available	25%	25%	

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<sup>1</sup> The Procurement Department will continue to collaborate with departments in regards to increasing the number of potential bidders on these contract opportunities. Opportunities are advertised in the newspapers and on electronically on PHLContracts Some of these contracts are historically single response contracts.

<sup>2</sup> This is an annual measure. These percentages represent the overall M/W/DSBE contract awards for all City contracts. These percentages are based upon the availability of M/W/DSBE in the marketplace for a specific commodity area. FY21 year-end data is not yet available as it is based on the OEO Annual Participation Report which has not yet been published.

<sup>3</sup> This is an annual measure. These percentages represent the overall M/W/DSBE contract awards for all City contracts. These percentages are based upon the availability of M/W/DSBE in the marketplace for a specific commodity area. FY21 year-end data is not yet available as it is based on the OEO Annual Participation Report which has not yet been published.

## FY23 STRATEGIC GOALS

- ▲ Streamline training and purchasing resources to enhance City agency and external stakeholder capacity regarding bidding and contracting processes.
- ▲ Increase awareness and utilization of the Local Business Purchasing Initiative, encouraging City departments to consider contracting with certified local businesses.
- ▲ Partner with the Office of Economic Opportunity to implement Departmental Contract Plans detailing a contract schedule, anticipated M/W/DSBE participation per contract and identifying local vendor opportunities.
- ▲ Collaborate with the City Commissioner’s Office to secure the supplies, equipment, and services needed to manage an election.

## FY23-27 STRATEGIC INITIATIVES

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Develop purchasing programs for various commodities intended to reduce burdensome processes for departments and attract local, diverse, and small businesses. This competitive process will yield pre-qualified vendors that are ready, willing and able to provide goods and services. Procurement will re-align the Purchasing Unit to improve processes and contract availability, and work with partner agencies to identify commodities that are under-utilized and perhaps defunct, (i.e., fax machines) for the benefit of making agencies more efficient.

## PROGRAM 2: PUBLIC WORKS

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### PROGRAM DESCRIPTION

Through this program, the City utilizes formal contracts for the procurement of its public works (construction) contracting for City owned property, land, or leased facilities. This program also includes concessions contracts, which are public-private partnerships between the City and a business to generate revenue.

### RECENT ACCOMPLISHMENTS

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**CAPITAL BUDGET:** Successfully partnered with Rebuild and the Capital Budget Office to secure and track construction services revitalizing the City's parks and recreation centers



**CONTRACTING:** Developed an on-call contract to expeditiously provide roofing and maintenance services for City properties and established a work order process for Citywide Vision Zero projects through Best Value contracting.



**PUBLIC WORKS:** Realigned Public Works processes for bidding, amendments, and awards to better meet departmental purchasing needs and awarded six Public Works contracts using the Best Value RFP process. Public Works includes the construction, reconstruction, alteration, repair or improvement of public buildings, properties, streets, bridges, highways and sewer systems.

The best value method follows an RFP process and offers the City an alternative to "lowest bidder/sealed bid" procurement. Best Value accounts for technical criteria, along with price, creating a holistic and comprehensive evaluation of each vendor and its proposal.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Average number of days from bid initiation to award	131	140	140	
Average number of bidders per awarded contract(s) <sup>1</sup>	4.7	5	5	
Percentage of contracts awarded to Local Business Entities (LBE)	57.7%	65%	60%	
Percentage of Public Works contracts awarded to M/W/DSBEs <sup>2</sup>	Data not yet available	35%	35%	

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<sup>1</sup> The Procurement Department will continue to collaborate with departments in regards to increasing the number of potential bidders on these contract opportunities. Opportunities are advertised in the newspapers and on electronically on PHLContracts.

<sup>2</sup> This is an annual measure. These percentages represent the overall M/W/DSBE contract awards for all City contracts. These percentages are based upon the availability of M/W/DSBE in the marketplace for a specific commodity area. FY21 year-end data is not yet available as it is based on the OEO Annual Participation Report which has not yet been published.

## FY23 STRATEGIC GOALS

- ▲ Collaborate with the Department of Licenses and Inspections to improve the Master Demolition program and increase outreach to vendors.
- ▲ Partner with the City’s public works departments, which include Water Department, Streets Department, Aviation, Department of Public Property, Parks & Recreation and Rebuild, to pilot cross-departmental bidding processes.
- ▲ Work with the Capital Budget Office to forecast project funding availability and timelines.

## FY23-27 STRATEGIC INITIATIVES

The Public Works program will partner with agencies to develop a contract /project plan to memorialize launch dates, milestones, specifications and vendor prequalification processes.

Facilitate a Capital Projects cluster for departments to integrate project plans at various sites, combine infrastructure projects, and to streamline project milestones.

## PROGRAM 3: INVENTORY DISPOSAL/CONTROL

### PROGRAM DESCRIPTION

Inventory Disposal/Control tracks the purchase, ownership, and disposal lifecycle of all City assets and conducts random inspections to ensure vendors’ compliance with contracts. This program posts all surplus inventory to an online government auction 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 auctioned.

### RECENT ACCOMPLISHMENTS



**DISPOSAL EFFORTS:** Coordinated and assisted with the largest E-waste disposal in City history with the disposal of the old voting machines from City Commissioners and auctioned numerous items from three City-owned golf courses, which created disposal costs savings for the City. The auction of the golf equipment generated \$36,012.



**TAGGING:** Assisted in recording and physically tagging the new Police equipment at new facilities and successfully awarded a City tags contract to a certified MBE vendor.



**DATABASE:** Worked with the Office of Innovation and Technology (OIT) to add user-friendly functionality to the Local Business Entity database.

### PERFORMANCE MEASURES

#### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Total revenues earned across the program	\$2,562,135	\$1,000,000	\$1,000,000	

## FY23 STRATEGIC GOALS

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- ▲ Increase the auctioning of City assets in lieu of paying disposal costs.
- ▲ Work with Public Property to remove materials and equipment from City buildings for future sale.
- ▲ Work with the Department of Parks and Recreations to dispose of surplus assets in over 40 recreational centers.

## FY23-27 STRATEGIC INITIATIVES

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Procurement will work with the OPAL project team to implement an inventory database and will continue the tagging process for Class 300 items to ensure that the City receives products that meet specifications. Virtual training sessions for tagging, disposals, transfers, and inventory reconciliations are being discussed, with the goal of implementation in early FY23.

## PROGRAM 4: VENDOR ENGAGEMENT

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### PROGRAM DESCRIPTION

Vendor Engagement is comprised of customer service and vendor outreach initiatives, including marketing City procurement contract opportunities and programs, asking questions from vendors and City employees, and registering vendors in PHLContracts, the City's eProcurement system.

### RECENT ACCOMPLISHMENTS

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#### **INTER-DEPARTMENTAL PARTNERSHIPS:**

- ▲ Continued to partner with the Office of Economic Opportunity to educate the diverse business community about upcoming procurement initiatives, resources, and contract opportunities.
- ▲ Worked closely with the Law Department to prioritize and centralize Right-To-Know requests.
- ▲ Worked closely with newly onboarded departmental procurement staff to provide training on the City's purchasing and procurement systems.

## FY23 STRATEGIC GOALS

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- ▲ Develop a Purchasing Training Module for City department stakeholders.
- ▲ In efforts to increase participation in the Local Business Purchasing Initiative, departments are encouraged to increase engagement with local vendors and utilize the LBPI structure to promote contracting opportunities.

## FY23-27 STRATEGIC INITIATIVES

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Amplify the Knowledge Transfer engagement with the Office of the Chief Administrative Officer (CAO) to include documenting procurement and contracting processes and best practices. Initiate and facilitate web-based Procurement Purchasing training modules.

## PROGRAM 5: ADMINISTRATION

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### PROGRAM DESCRIPTION

Procurement Administration is responsible for the strategic direction of all Procurement program areas and oversees training and human resources. This program also includes advertising for all City departments, boards, and commissions as required.

### RECENT ACCOMPLISHMENTS

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**LOCAL BUSINESS ENTITIES:** The Procurement Department, in collaboration with the Office of Innovation and Technology (OIT), developed and launched the City of Philadelphia online listing of approved Local Business Entities (LBEs).



**COLLABORATIONS:** Engaged with the Office of the Chief Administrative Officer (CAO) to facilitate knowledge transfer sessions to document and retain historical knowledge, skills, and duties. Collaborated with partners and project sponsors in the Chief Administrative Officer's Office, Office of the Director of Finance, and Office of Innovation and Technology to select a replacement for the City's legacy procurement and financial systems. In collaboration with the Harvard Kennedy School/Government Performance Lab and the CAO, Procurement launched a budget neutral pilot program to identify and strengthen the knowledge of departmental staff responsible for contracting and procurement-related transactions. Three City agencies, at varying levels of capacity, were engaged to participate in the pilot.



**PROCUREMENT PURCHASING GUIDE:** Procurement worked strategically with the Office of the Finance Director to develop and update the Procurement Purchasing Guide.



**PROCESS IMPROVEMENTS:** Procurement centralized the City’s Direct Purchase Authorization (DPA) request process and increased awareness around the submittal of quarterly reports. Also, the Procurement Department created a DPA email address to manage inquires and requests. The Procurement Department transitioned to a primary storage reservoir eliminating dependencies on obsolete technologies.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Average invoice processing times for Citywide advertising	16.8	14	14	
Percent of citywide advertising not related to bid advertisements	44.3%	60%	60%	
Average contract conformance time: professional services contracts (days)	78	80	80	

## FY23 STRATEGIC GOALS

- ▲ Continue to work collaboratively with the Optimize Procurement and Accounting Logistics (OPAL) team to ensure the prioritization of the City’s purchasing needs.
- ▲ Work collaboratively with the Office of the Chief Administrative Officer (CAO) to enforce and collect data for the Transparency in Business (TIB) [regulations](#).
- ▲ Support citywide efforts to prepare for the Infrastructure Investment and Jobs Act (IIJA) funds. Specifically, Procurement is supporting the staffing capacity and workforce/supplier diversity initiatives to ensure the City is positioned to manage and implement forthcoming public construction projects.
- ▲ Provide departments with a structure and tools to efficiently plan procurements and conduct them timely.

## **FY23-27 STRATEGIC INITIATIVES**

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Expand the departmental support pilot to all City agencies essentially establishing departmental subject matter experts who foster connections between program/contracting needs, budget availability, and compliance requirements. This team should be dedicated to contracting, compliance and data analysis. Team members must have knowledge of current city requirements for all contract types. The team should directly report to department leadership and have authority to communicate purchasing policies to program/contract managers, convene regular contract planning meetings, monitor contract development and compliance, support vendor performance monitoring and overall contract management. Procurement is committed to providing ongoing training and support to department teams. This structure will provide organizational readiness for the implementation of OPAL.

Develop a central compliance team to review required vendor documents ensuring compliance with contract requirements. This team will focus on vendor responsiveness regarding city contracting disclosure(s) and other required documentation. This team will support all City agencies with contract compliance over the contract life cycle. In detail, this team will be responsible for: Truth in Business disclosures, 17-1400 disclosures, LBE certification, LBPI justification compliance, Small Order Purchase compliance.



# PROPERTY ASSESSMENT

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## PROGRAMS

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### EVALUATION ADMINISTRATION



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/  
OFFICE-OF-PROPERTY-ASSESSMENT/](https://phila.gov/departments/office-of-property-assessment/)

## MISSION

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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, through ongoing assessments, is 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.

## BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	13,393,546	14,395,213	14,835,075	15,524,777	15,942,180	15,942,180	15,942,180	15,942,180
<b>Class 200 - Contracts/ Leases</b>	1,675,580	2,026,020	2,026,020	1,926,020	1,926,020	1,926,020	1,926,020	1,926,020
<b>Class 300/400 - Materials, Supplies, Equipment</b>	144,517	362,600	362,600	362,600	362,600	362,600	362,600	362,600
<b>Total</b>	15,213,643	16,783,833	17,223,695	17,813,397	18,230,800	18,230,800	18,230,800	18,230,800

## PROGRAM 1: EVALUATION

### PROGRAM DESCRIPTION

This program is responsible for ongoing, timely, fair, and accurate assessments of the residential, commercial, industrial, institutional, and governmental properties in Philadelphia.

### RECENT ACCOMPLISHMENTS



#### COMPUTER-ASSISTED MASS APPRAISAL (CAMA) SYSTEM IMPLEMENTATION:

In FY22, the Finance Program Management Office (FPMO), working with OPA, completed the transition of all existing work processes to the CAMA system. FPMO is on track to implement CAMA Phase II (Field Mobile), which will enhance the way OPA's staff interacts with property data in the field, and Phase III (public portal), which will allow for more resident touchpoints with OPA via electronic means in the first half of FY23. The addition of enhancements through the full implementation of CAMA will increase efficiency at OPA and improve the assessment process.



#### DATA COLLECTION AND IMPROVEMENT PROJECT:

In FY22, OPA completed a project with an outside vendor to collect data related to the condition and construction quality of properties throughout the city. The vendor used aerial imagery, street-level imagery and field inspections to provide OPA with data on more than 500,000 parcels. This project allowed the OPA to update existing data, as well as collect new data that will help the OPA improve assessments.



**EXTERNAL AUDIT:** During FY22, OPA contracted with the International Association of Assessing Officers (IAAO) to conduct an audit of the department. The goal of the audit is to ensure that OPA is meeting certain industry standards and to provide recommendations on additional improvements the department can make. This audit is expected to be completed in Spring 2022.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Coefficient of Dispersion <sup>1</sup>	0.199	≤ 0.15	≤ 0.15	
Overall single-family price-related differential <sup>2</sup>	0.977	> .98 & < 1.03	> .98 & < 1.03	

<sup>1</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>2</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 .98 and 1.03 is considered ideal.

## FY23 STRATEGIC GOALS

- ▲ Begin to implement recommendations from the IAAO audit.
- ▲ Commence roadmap planning on future process optimization and data quality initiatives.
- ▲ Maintain an acceptable variance for mass appraisals as identified in OPA's performance measures.



## FY23-27 STRATEGIC INITIATIVES

OPA will begin implementing the recommendations of the IAAO audit in FY23. OPA expects the audit to assist in planning future data quality initiatives and to recommend optimal business processes.

OPA is collaborating with several other large jurisdictions across the United States requesting that the Biden Administration grant access to data contained in the Uniform Appraisal Database. This database contains information on millions of U.S. homes that were appraised for mortgages.

Additionally, OPA was awarded funding from the Operations Transformation Fund to work with an outside vendor to collect and verify building square footage data, as well as create sketches that can be used in the CAMA system. These initiatives will improve OPA's data, which will improve the quality of assessments.

OPA intends to increase the number of training and professional development opportunities for employees to ensure that the department can develop future leaders in the industry.

## PROGRAM 2: ADMINISTRATION

### PROGRAM DESCRIPTION

This program is responsible for providing administrative support for OPA. The support functions include human resources, budget, training, payroll, labor relations, fiscal management, procurement, and contract administration.

### RECENT ACCOMPLISHMENTS



**PANDEMIC OPERATIONS:** OPA continued to adapt to the new business environment created by the pandemic and the scheduling of onsite and offsite work. Specifically, OPA was able to manage daily staffing schedules to meet the needs of taxpayers coming onsite to visit the Customer Service Unit.



**HIRING:** As of February 28th, 2022, OPA hired 11 Real Property Evaluator 1s in FY21 and FY22 combined. Filling vacancies in this class improves OPA's ability to produce timely and accurate assessments.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent of budgeted positions that are filled	87%	85%	85%	

## FY23 STRATEGIC GOALS

- ▲ Continue to fill vacancies in the evaluation and clerical classes.
- ▲ Increase the number of virtual in-house training classes given to staff.
- ▲ Offer additional opportunities for professional development outside of the office.

## FY23-27 STRATEGIC INITIATIVES

OPA will work with OHR to develop a strategy to increase the size and diversity of the candidate pool for the Evaluator 1 title. OPA hopes to find innovative ways to advertise job openings, connect with outside organizations, and use the Management Trainee title to find qualified candidates. Communities of color are underrepresented in some jobs in the private real estate sector that provide experience needed to qualify for OPA’s Evaluator positions. Utilizing the Management Trainee job title gives OPA an opportunity to ensure diversity by offering a pathway into OPA’s Evaluator positions.

# PUBLIC HEALTH



## PROGRAMS

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**ADMINISTRATION AND SUPPORT**  
**AIDS ACTIVITIES COORDINATING OFFICE (AACO)**  
**AIR MANAGEMENT SERVICES (AMS)**  
**AMBULATORY HEALTH SERVICES (AHS)**  
**CHRONIC DISEASE AND INJURY PREVENTION (CDIP)**  
**COVID CONTAINMENT (COCO)**  
**DISEASE CONTROL (DDC)**  
**ENVIRONMENTAL HEALTH SERVICES (EHS)**  
**HEALTH ANALYSIS, INFORMATION, AND STRATEGY**  
**HEALTH SYSTEMS**  
**LEAD AND HEALTHY HOMES (LHH)**  
**MATERNAL, CHILD, AND FAMILY HEALTH (MCFH)**  
**MEDICAL EXAMINER'S OFFICE (MEO)**  
**PUBLIC HEALTH LABORATORY**



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/  
DEPARTMENT-OF-PUBLIC-HEALTH/](https://phila.gov/departments/departments-of-public-health/)

## MISSION

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The Department of Public Health (DPH) promotes and protects the health of every Philadelphian and provides a safety net for the most vulnerable.

## BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	58,289,725	59,267,291	61,762,283	62,683,660	64,279,376	64,319,738	64,329,140	64,329,140
<b>Class 200 - Contracts/ Leases</b>	87,796,414	95,447,448	95,439,448	88,784,022	86,366,544	84,374,216	84,374,216	84,374,216
<b>Class 300/400 - Materials, Supplies, Equipment</b>	5,524,800	7,366,053	6,966,053	6,746,403	6,346,403	6,346,403	6,346,403	6,346,403
<b>Class 500 - Indemnities/ Contributions</b>	159,062	0	0	0	0	0	0	0
<b>Class 800 - Payments to Other Funds</b>	4,423,404	923,404	923,404	923,404	923,404	923,404	923,404	923,404
<b>Total</b>	156,193,405	163,004,196	165,091,188	159,137,489	157,915,727	155,963,761	155,973,163	155,973,163

## PROGRAM 1: ADMINISTRATION AND SUPPORT

### PROGRAM DESCRIPTION

This program provides administration and support services to the Department and includes DPH’s fiscal, human resources, facilities, and fleet programs.

### RECENT ACCOMPLISHMENTS



**CAPITAL IMPROVEMENTS:** Administration and Support renovated dental suites for Health Centers (HC) #5 and #6 and relocated and expanded the pharmacy at the Strawberry Mansion Health Center (SHMC). The division supported the capital projects to replace the SMHC HVAC system and install the HC #6 COVID-19 test site trailers.



**EMPLOYEE DATA:** Administration and Support customized and began to utilize an Employee Self-Identification Survey in 2021 to collect employment data on race/ethnicity from all civil service and exempt new hires to ensure that this data is reflected in OnePhilly for reporting. This information and reporting analysis can be useful to DPH for purposes such as recruitment, and Workforce Development, Diversity Equity and Inclusion and other departmental initiatives. As of January 2022, DPH’s new hire demographics are 46.3 percent Black or African American (Not Hispanic or Latino), 16.7 percent Asian (Not Hispanic or Latino), 14.8 percent White (not Hispanic or Latino), 9.3 percent Two or more races (Not Hispanic or Latino), 7.4 percent Hispanic or Latino, 3.7 percent Unassigned - No selected racial/ethnic identity, and zero percent American Indian or Alaskan Native.



**RETURN TO WORK PREP:** The division ensured safe return to work for employees by fit testing approximately 350 PDPH employees for N-95 respirators to protect them from COVID-19 exposure as part of the respiratory protection program, performing workplace contact tracing for PDPH employees to minimize workplace exposure, and implementing and managing the return-to-work protocol for PDPH employees.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent of fleet vehicles compliant with preventive maintenance schedule	98.5%	90.0%	99.0%	
Median number of days to conform department draft contract	49	50	60	

## FY23 STRATEGIC GOALS

- ▲ Advance Diversity Equity and Inclusion (DEI) goals by facilitating and tracking completion of DEI training for managers and supervisors in the Department and identifying internal trainers for DEI and Sexual Harassment to assist in continued Workforce Development.
- ▲ Conduct recruitment initiatives, geared towards local trade schools, universities, and professional organizations, to promote upcoming announcements and positions and create a pipeline of potential candidates.
- ▲ Complete transition and renovation projects at City owned facilities by decommissioning 500 S. Broad Street, relocating SMHC Records Room, constructing new SMHC Dental Suite, renovating the SMHC lobby, and installing and converting lighting at all health centers to LED.

## FY23-27 STRATEGIC INITIATIVES

In the coming years, Administration and Support will continue to build its workforce by aiming to be inclusive and representative of the communities served by PDPH and cultivating relationships with local universities to establish volunteer and internship programs.

The Department plans to enhance safety by creating and establishing an active shooter training program for PDPH and providing a safety consultation for units moving to new locations such as the Medical Examiner’s Office and Public Health Laboratory.

The Office of Facilities Management will continue to improve City-owned buildings by:

- ▲ Supporting the capital project to renovate Phipps Building and expand HC #3
- ▲ Completing renovations of HC #4 dental suite
- ▲ Upgrading of electronic work order software to City-unified system

## PROGRAM 2: AIDS ACTIVITIES COORDINATING OFFICE (AACO)

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### PROGRAM DESCRIPTION

This program supports multiple strategies to prevent the spread of HIV and help people with HIV infection receive life-saving treatment. Services provided include identification of people with HIV infection, referral for medical care, case management, improvement in the quality of medical care, community education, and activities to prevent the spread of HIV.

### RECENT ACCOMPLISHMENTS

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**EXPAND COMMUNITY SERVICES:** AACO was able to expand services to community sites by successfully issuing requests for proposals and offering funding. New and expanded services include, a "low threshold model for sexual health services," which increases access to priority populations and underserved parts of Philadelphia and status-neutral community-based testing in priority populations.



**HIV SERVICES:** AACO established the first-ever nonoccupational post-exposure prophylaxis (nPEP) center of excellence, which will open for all Philadelphians in 2022. Nonoccupational HIV Postexposure Prophylaxis (nPEP) is the delivery of antiretroviral therapy (ART) to persons who have experienced a nonoccupational exposure that represents a substantial risk for HIV transmission within the past 72 hours, to decrease the risk for HIV acquisition.



**HEALTH EQUITY:** AACO published the first-ever local [HIV health equity policy](#), which includes an equity assessment process for DPH funded providers. Additionally, the division published a definition for [Radical Customer Service](#), which involves designing new and innovative processes and programs based on consumer needs as determined by the those receiving services, for DPH partner agencies to better align their delivery with the highest service that makes people want to return.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of new HIV diagnoses <sup>1</sup>	322	566	566	
Number of clients served by department-funded Ryan White outpatient ambulatory health system in Philadelphia	11,287	12,500	12,500	

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<sup>1</sup> There has been an overall decrease in HIV testing due to COVID restrictions and decreased access to HIV testing. Although there was an increase in HIV diagnoses between Q1 and Q2, HIV testing overall has decreased and remains below pre-pandemic levels. The target for new diagnoses is based on targets in the Ending the HIV Epidemic Community Plan. Even if the increases in Q2 are sustained over the rest of the year, it will remain below the target number.

## FY23 STRATEGIC GOALS

- ▲ Implement the following initiatives: Radical Customer Service across all AACO funded providers, rapid ART initiation across all AACO funded HIV testing and treatment sites, and the “Low threshold sexual health services” for Black/African Americans, Hispanic/Latinx, LGBTQ, and in Southwest Philadelphia.
- ▲ Conduct an evaluation of the health equity assessment process across AACO funded programs.
- ▲ Improve HIV programming by increasing access to HIV testing through bio-social screening in medical settings, including primary and urgent care settings, emergency departments and at prison intake and expanding the HIV Housing Program (currently funded through Housing Opportunities for Person with AIDS) with funding from the State Rebate program.

## FY23-27 STRATEGIC INITIATIVES

- ▲ Reduce HIV Stigma by including health equity and cultural humility approaches to future funding request for proposals that address provider-initiated stigma and bias. Cultural humility is the ability to maintain an interpersonal stance that is other-oriented (or open to the other) in relation to aspects of cultural identity that are most important to the person.
- ▲ Increase the capacity of PDPH-funded HIV care providers to implement new and expanded

activities, through targeted technical assistance activities to improve health outcomes of persons living with HIV.

▲ Continue to ensure access to syringe service programs, provide harm reduction services, and linkage to substance use disorder treatment.

▲ Develop the scope and expanse of the prevention workforce to center the needs of focused populations including racial and ethnic minorities. Provide technical assistance and training for staff with direct client roles to improve cultural humility regarding how health care information is received, and how patient rights and protections are exercised.

## PROGRAM 3: AIR MANAGEMENT SERVICES (AMS)

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### PROGRAM DESCRIPTION

This program protects the health of residents by reducing the pollution in the air residents breathe. It monitors air pollutants, enforces air quality standards, evaluates and responds to air and noise concerns, and runs an air-monitoring laboratory.

### RECENT ACCOMPLISHMENTS

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**AIR POLLUTION:** Finalized and approved the banning of heavy fuel oil by Air Pollution Control Bureau (APCB). Boilers and other fuel oil combustion units emit more pollutants when they burn heavy fuel oil than they do when they burn light fuel oil or natural gas. This will reduce the emissions of pollutants like Particulate Matter, Nitrogen Oxides (a pre-cursor to smog), Sulfur Dioxide, and Carbon Monoxide, all of which have a negative impact on health. Reducing these emissions will lead to healthier air.



**GRANT AWARDS:** Awarded a \$500,000 grant for Community Scale Air Toxics, which allowed AMS to setup monitors at five locations to measure pollutants. The presence of specific pollutants is often used as an indicator for Volatile Organic Compounds levels, which can cause serious short- and long-term health effects such as minor eye, nose and throat irritations and liver and kidney damage, depending on the level of exposure.



**RISK ASSESSMENT:** Presented final draft of Risk Assessment to the APCB, which evaluated the health impact, specifically, cancer risk and non-cancer risk, of permits for projects that will increase the emissions of toxic air contaminants like benzene and toluene by certain levels. If risk is above certain levels, AMS will not be able to issue the permit and the applicant will need to modify their project.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of calendar days with air quality index rating of 100 or below <sup>1</sup>	357	357	357	

<sup>1</sup> AQI is influenced negatively by high temperatures, air pollutants transport from other states, chemical reaction in the atmosphere (secondary formation), and the Department is not able to predict with certainty if higher temperatures, pollutants transport from other states, and chemical reaction in the atmosphere will be sustained. An AQI of 100 or below constitutes “good” or “moderate” air quality conditions. Estimates are based on air quality engineers’ approximations.

## FY23 STRATEGIC GOALS

- ▲ Continue to work at the Port of Philadelphia to reduce emission from old diesel trucks and cranes, oceangoing ships and forklifts that includes all land base emission sources and recreational boats. Reducing diesel particulate matter (Ozone, Sox, NOx) will lessen the toxic effect on the workers at the Port and the nearby EJ communities.
- ▲ Work on the removal of 1,000 miles of pipes, boilers, heaters, and other emission sources from former refineries.



### FY23-27 STRATEGIC INITIATIVES

Work with National Aeronautics and Space Administration (NASA) to use satellite air monitors that measures Nitrogen Oxides (NOx), Sulfur Dioxide (SOx), Formaldehyde, 1,3, Butadiene, Benzene. These monitors allow AMS to obtain a more comprehensive and representative data on ozone air pollution. AMS and NASA started measuring at the Northeast Water Pollution Control Plant in March 2021 and will continue for

the next 5-7 years. Planning in underway to expand to additional locations.

Continue to monitor air quality at 50 locations across Philadelphia for the next 5-7 years. Monitoring air quality informs how clean or polluted the air is, helps track progress in reducing air pollution, and informs the public about air quality in their communities.

## PROGRAM 4: AMBULATORY HEALTH SERVICES (AHS)

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### PROGRAM DESCRIPTION

This program operates primary care and dental health centers targeted to the low-income and uninsured, but open to all Philadelphians.

### RECENT ACCOMPLISHMENTS

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**EMERGENCY AND PANDEMIC RESPONSE:** Completed AHS Emergency Management Plan and an accompanying annex Pandemic Response Plan as well as adopted audiovisual visits into AHS scope of service to ready for surges in COVID-19. Managed four COVID-19 testing sites at Phipps Building, Berks Street, HC6 and HC10. Deployed COVID-19 vaccination for patients in communities, giving a total of 29,916 doses of vaccine to Philadelphians of which 60.2 percent went to Black residents, 16.5 percent to Latino residents, and 10.4 percent to Asian residents; and participated in Afghan Refugee and Repatriation Program by offering providers and supplies.



**EXPANDED SERVICES AT HEALTH CENTERS:** Established a Medical/Legal team at each health center; constructed a dental suite at Strawberry Mansion Health Center; obtained Health Resources Services Administration (HRSA) approval to incorporate HC5 into the HRSA Health Center Program, which enables HC5 site to be eligible for NAP (new access point) funding and funding available for FQHCs (Federally Qualified Health Centers); introduced point of care COVID-19 testing at all Health Centers; and maintained and grew a medication-assisted treatment (MAT) to treat substance use disorders as well as sustain recovery and prevent overdose, which maintains an average of 90 patients.



**SOCIAL DETERMINANTS OF HEALTH:** Initiated Social Determinants of Health (SDOH) initiative, which engages staff to screen patients using a structured SDOH instrument that identifies patient-level risks and broader community issues. Upon identifying patient needs, AHS staff links individuals and families to community resources.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percentage of visits uninsured	39.5%	45.0%	45.0%	
Number of patient visits at department-run ambulatory health centers	300,093	315,000	315,000	
Percent of patients ages 18-84 with a diagnosis of hypertension who have controlled blood pressure	63.0%	72.0%	72.0%	

## FY23 STRATEGIC GOALS

- ▲ Continue refinement of care management to improve outcomes for at risk patients with hypertension and diabetes, and patients transitioning from emergency department and hospital discharges.
- ▲ Maintain health services during any COVID-19 surge to meet the needs of the most at-risk patients and expand and improve services relevant to mental health and substance use disorders.
- ▲ Improve health center service by incorporating state of the art technology and solutions that creates efficiencies and improves service delivery and infusing capital dollars to repair and replace aging HC equipment and infrastructure.

## FY23-27 STRATEGIC INITIATIVES

- ▲ Improve patient services by introducing A1C (blood test that measures average blood sugar levels) point of care testing at all sites, wireless EKG technology at all sites, use of tablets for various screenings and mental health specialty service at health centers.
- ▲ Deploy additional patient self-monitoring technology (scales, pulse oximeter).
- ▲ Initiate and complete HRSA funded capital project at HC6.
- ▲ Implement new Pharmacy Information System.
- ▲ Apply for any HRSA opportunities to convert [Look-Alikes](#) to [330 funded FQHCs](#). Converting to

a 330 funded FQHC allows the health centers to be eligible for a combination of discretionary funding, appropriated by Congress each year, and mandatory funding from the Community Health Center Fund.

Federally Qualified Health Center Look-Alikes are community-based health care providers that meet the requirements of the HRSA Health Center Program, but do not receive Health Center Program funding. They provide primary care services in underserved areas, provide care on a sliding fee scale based on ability to pay and operate under a governing board that includes patients. Section 330 grant funding supports health centers through two funding streams, an annual appropriation and the Community Health Center Fund (CHCF). Annual Section 330 grants support ongoing care to the uninsured and underinsured, while the expanded funding available through the CHCF has enabled health centers to establish new sites, expand the services they provide, reach more patients, and respond to emerging public health issues and priorities.

## PROGRAM 5: CHRONIC DISEASE AND INJURY PREVENTION

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### PROGRAM DESCRIPTION

This program pursues initiatives and policy interventions to reduce deaths and illness from chronic diseases, such as heart disease, diabetes, and cancer. In FY19, the program added injury prevention to its portfolio of work, including public health approaches to reduce gun violence and pedestrian injuries and crashes.

### RECENT ACCOMPLISHMENTS

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**DECREASED SMOKING RATES:** Smoking rate in 2020 Behavioral Risk Factor Surveillance System (BRFSS) decreased to 16 percent from 20 percent in 2019. Youth cigarettes decreased to 2.1 percent in 2019, down from 3.5 percent in 2017.



**VIOLENCE INTERVENTION:** Convened first citywide Hospital-based Violence Intervention Program (HVIP) collaborative in the country with the goal of expanding the reach and better understanding the citywide impact of HVIP on gun violence prevention.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Youth tobacco sales compliance (%)	56.0%	80.0%	80.0%	

## FY23 STRATEGIC GOALS

- ▲ Evaluate the impact of citywide gun violence prevention work and support and convene HVIPs across the city to share data and ensure that every Philadelphia resident who is shot with a firearm is offered HVIP services. Track enrollment, engagement, and outcomes.
- ▲ Create a Philadelphia version of the evidence-based CDC Tips from Former Smokers campaign to help further decrease smoking in Philadelphia in collaboration with a local BIPOC owned media company.
- ▲ Work together with the Philadelphia Water Department (PWD) and the Department of Revenue to help ensure that all Philadelphia residents have access to running water.

## FY23-27 STRATEGIC INITIATIVES

- ▲ Expand the injury prevention program with a focus on evidence-based gun violence prevention including evaluating the impact of City-funded gun violence prevention efforts.
- ▲ Address water security as a human right. At the beginning of the pandemic, PWD reconnected running water for 15,000 households in Philadelphia. Because there is a moratorium on water shutoffs from December through March annually, this means those 15,000 households had been without water for at least 3.5 months.
- ▲ Complete the process of addressing the disparity in tobacco retail density so children in North and West Philadelphia no longer see a disproportionate burden of tobacco marketing that makes them more likely to smoke as teens and adults.

## PROGRAM 6: COVID CONTAINMENT (COCO)

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### PROGRAM DESCRIPTION

This program performs rapid case identification, case isolation, contact tracing, and contact quarantine related to COVID-19. Additionally, CoCo is responsible for COVID-19 surveillance, testing expansion, and provision of COVID-19 guidance to the public and healthcare providers. The department's Disease Control program is responsible for the COVID-19 vaccination deployment. The Department will receive federal relief funding through the America Rescue Plan (ARP). To assist with COVID-19 containment efforts, DPH will receive \$14M for vaccinations and an additional \$48M for contract tracing and testing. The majority of the tracing and testing funds (85%) will be for the School District of Philadelphia.

### RECENT ACCOMPLISHMENTS

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**WORKFORCE DEVELOPMENT:** Grew and maintained a robust workforce of around 250 employees to meet the changing needs of the pandemic response. This dynamic, committed, and diverse team is 53 percent Black, 22 percent White, 13 percent Asian, 11 percent Hispanic/Latino, and 1 percent other with 30 percent fluent in another language, 35 percent first generation college student, 26 percent born outside US and 21 percent LGBTQ+.



**COVID-19 RESPONSE:** In collaboration with the Division of Disease Control, lead the COVID-19 response in Philadelphia with guidance, policy support, testing, isolation support, and connection with investigation teams. This response has included expanding the community testing program to address health disparities in Philadelphia, increasing testing capacity for many underserved communities through deploying two mobile testing units and funding more than a dozen organizations through the RFP process, managing COVID Containment's call center, which manages concerns from the public, offering multiple languages, and bridging tech literacy gaps, and administered the COVID Containment Outreach program, which provides multiple public-facing information events throughout the city to increase understanding of the pandemic, as well as, assist people in the community with testing and vaccine opportunities.



**SAFER AT HOME SUPPORT:** The Isolation and Quarantine program assisted with emergency response by providing a safe, clean alternative for those unable to isolate or quarantine in their home. The development of Safer at Home supports has allowed more Philadelphians to isolate or quarantine in the comfort of their home.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent of cases who agree to participate in contact tracing	27.8%	25%	40%	
Percent of contacts who agree to quarantine	71.6%	75%	70%	
Percent of PDPH COVID-19 tests that are rapid point-of-care	11.8%	50.0%	50%	

## FY23 STRATEGIC GOALS

- ▲ Ease the burden of COVID-19 on minorities and vulnerable populations through effective contact tracing, expanded testing options, and targeted outreach campaigns.
- ▲ Through improved electronic reporting, rapidly identify and prevent further spread of new cases.
- ▲ Monitor performance of community testing sites to ensure underserved communities are reached.

## FY23-27 STRATEGIC INITIATIVES

- ▲ As cases decrease, conduct full scale case investigation and contact tracing for cases in the city to bridge any gaps that cannot be controlled by availability of an effective vaccine.
- ▲ Maintain a mobile testing unit to rapidly address outbreaks as well as bring increased testing capacity to underserved neighborhoods.
- ▲ Increase outreach so that the division can better support the community through trusted partnerships.
- ▲ With the addition of an outbreak management team, CoCo will provide support to partners and communities in containing outbreaks, including swift availability of testing and support for guidance on isolation and quarantine.
- ▲ Coco will be added to the Disease Control program (DDC) in FY23.

## PROGRAM 7: DISEASE CONTROL

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### PROGRAM DESCRIPTION

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. Disease Control is responsible for COVID-19 vaccination deployment.

### RECENT ACCOMPLISHMENTS

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**COVID-19 VACCINATIONS:** As of March 21, 2022, over 3.16 million doses of COVID-19 vaccine have been administered in the City of Philadelphia. PDPH has onboarded over 350 COVID-19 vaccine providers and operated over 600 COVID-19 vaccination clinics addressing disparities in vaccine access by operating rotating community vaccination clinics in high-risk neighborhoods and anchoring 10 recurring microsite clinics in low vaccination neighborhoods with few vaccination resources. The Division of Disease Control established a homebound vaccination program, with input from disability advocates and in collaboration with external providers, to provide vaccine access to homebound persons. Since the program started on 5/12/2021, over 1,300 referrals have been made through this program through 12/23/2021.



**PREVENTION EFFORTS:** In addition to COVID activities related to people in confinement and homeless services, DDC resumed enhanced surveillance projects for acute communicable diseases that were paused due to the COVID-19 pandemic, such as the Cooling Tower Prevention Project, which will help us better understand the risk for communicable diseases and direct prevention efforts and policies. Despite pandemic related shifts in staffing, DDC maintained operations in Health Center 1, including the successful implementation of telemedicine, maintained and prioritized Syphilis outreach, launched a project to improve provider integration of infectious diseases related to drug use with harm reduction services and substance use treatment in Philadelphia, and TB Control continued [Directly Observed Therapy \(DOT\)](#) and infection assessment for patients throughout 2021 and has been able to reopen the Flick clinic (TBC) for full operation



**HEALTHCARE FACILITY SURVEY:** Developed a healthcare facility survey to assess compliance with the Philadelphia healthcare worker vaccine mandate and distributed survey to nursing homes. These facilities were found to be following the mandate.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Children 19-35 months with complete immunizations 4:3:1:3:3:1:4	67.0%	70.0%	70.0%	
Number of patient visits to department-run STD clinics	14,102	16,000	16,000	
Number of high school students who are tested for a sexually transmitted disease through the school screening program	27	1,000	1,000	

## FY23 STRATEGIC GOALS

- ▲ Review and revise the manual for prevention and control of communicable diseases in shelter settings to ensure guidance options are provided for facilities with fewer resources or lacking healthcare staff. Continue supporting congregate healthcare facilities with COVID-19 response and control, focusing on facilities with vulnerable patients (nursing and personal care homes).
- ▲ Build a well-trained, diverse, and culturally competent workforce that is prepared to serve high-risk and under-served communities in Philadelphia.
  - Create a health equity team to ensure that planning, engagement, routine operations, and emergency response activities address the needs of high-risk and under-served communities.
  - Implement a mandatory health equity training program.
  - Cross-train staff to serve in emergency response roles.
- ▲ Increase partnerships with community-based organizations to ensure that all Philadelphians are receiving important messages around COVID-19 vaccine and other vaccines. Work with internal and external PDPH stakeholders to implement a Philadelphia-specific Elimination Plan for Hepatitis B and Hepatitis C. The plan will target known areas of health disparities that exist among people living with and at risk for Hepatitis B and Hepatitis C. TBC will be launching TB Planning Advisory Committee in 2022 and has invited stakeholders from minority communities to participate.

## FY23-27 STRATEGIC INITIATIVES

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- ▲ Improve completeness of race and ethnicity data along with other demographic information collected during the investigation of acute communicable diseases to better identify disparities in the occurrence of communicable diseases in the City and develop mitigation strategies.
- ▲ Develop and expand infection prevention and control training offerings for healthcare workers in facilities serving underprivileged patients (Federally Qualified Health Centers, health clinics serving refugees, immigrant, and homeless populations).
- ▲ Revise high-priority emergency preparedness and response plans, including the Pandemic Response Plan, the Community Engagement Plan, and the Mass Prophylaxis and Immunization Plan, and the Department's Continuity of Operations Plan, using a health equity lens and incorporating lessons learned from the COVID-19 pandemic.
- ▲ Work to ensure that pediatric immunization rates bounce back to pre-pandemic levels for the [4:3:1:3:3:1:4](#) series and reduce racial disparity gaps in pediatric flu uptake by 3 percent over the next 4 years.
- ▲ In collaboration with local and City stakeholders, develop a Hepatitis B and Hepatitis C Elimination Plan, with a related Implementation Plan focused on reducing Hepatitis B and C disparities related to race and ethnicity.
- ▲ HC1 will expand hours and service, offering family planning and expanding HIV services, providing increased access to underserved populations to critical services.
- ▲ Increase awareness of Infectious Disease Providers as well as Philadelphia communities about Syphilis and Congenital Syphilis through health alerts and social media.
- ▲ TBC will work closely with stakeholders from minority and immigrant communities to understand how best to serve them.
- ▲ Reorganize epidemiologic and informatics staff and increase fiscal staff to support unit priorities and to address racial and ethnic disparities.

## PROGRAM 8: ENVIRONMENTAL HEALTH SERVICES (EHS)

### PROGRAM DESCRIPTION

This program enforces statutes, provides education and training, responds to emergencies, and issues licenses and permits to assure a healthy environment for Philadelphia residents. 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.

### RECENT ACCOMPLISHMENTS



**COVID-19 ENFORCEMENT:** Continued to address COVID-19 related restrictions by integrating enforcement requirements for COVID-19 to assist with case reduction, creating educational videos for COVID-19 enforcement requirements for childcare and food establishments, and working with City Departments to assist the food industry on outdoor dining efforts.



**ANNUAL INSPECTIONS:** Achieved annual interval for food establishment inspections and a 68 percent compliance rate for the annual food inspection; the benchmark is 66 percent, and the prior fiscal year performance was 63 percent. The annual interval goal is to inspect all food establishments every 12 months.



**TOBACCO PERMIT VIOLATIONS:** Conducted tobacco permit violation checks and issued over 200 ceases for noncompliance with tobacco permits.

### PERFORMANCE MEASURES

#### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of months between food establishment inspections	11.5	12.0	12.0	

## FY23 STRATEGIC GOALS

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- ▲ Continue established programs by achieving annual interval for food establishment inspections, receiving at or above the grant funding levels for West Nile Virus and Summer Feeding Programs, developing the customer service training videos and finalizing the guide “what to expect, when you are inspected,” and enforcing COVID-19 restrictions.
- ▲ Using the multi-agency approach for joint inspections of Nuisance establishments, develop a comprehensive list of all “stop and gos” in the City.
- ▲ Standardize training for all EHS staff and implement the new childcare certification training.

## FY23-27 STRATEGIC INITIATIVES

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- ▲ Develop and implement training and credentialing program for all staff to meet National Environmental Health standards.
- ▲ Ensure staff vacancies are filled within six weeks to maintain staffing levels.
- ▲ Update technology for inspectional programs.
- ▲ Work on zero waste strategies to reduce carbon footprint.

## PROGRAM 9: HEALTH ANALYSIS, INFORMATION, AND STRATEGY

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### PROGRAM DESCRIPTION

This program provides analytical services to enable good public health decision making. The program includes the Department’s substance use prevention and harm reduction (SUPHR), program information technology services and analysis capabilities, as well as its epidemiological analysis, strategy, policy, and communications functions.

## RECENT ACCOMPLISHMENTS



**EDUCATIONAL CAMPAIGN:** Completed an academic detailing campaign promoting the use of buprenorphine for the treatment of opioid use disorder. Several studies have shown that public health academic detailing campaigns can result in changes in providers’ practices, including opioid prescribing. Over 900 virtual visits were completed between July and September 2021, reaching 632 providers. The number of [x-waivered providers](#) in Philadelphia has increased from 453 to 1,268 over the past three years.



**BEREAVEMENT CARE PROGRAM:** In Q1 FY22, 650 individuals were reached by Substance Use Prevention and Harm Reduction’s Bereavement Care Program, the highest number of any quarter since the program began on July 1, 2019; and the community sanitation program, Project Reach was expanded, and the team collected over 41,000 discarded syringes in Kensington.



**IT PROJECTS:** Completed various IT projects to increase workplace efficiency and improve security of information. Such work included supporting the release of [visualizations and dashboards](#) for public information on injury prevention, [COVID-19 vaccination](#), and [COVID-19 testing](#); creating a controlled, secured environment for Departmental staff to analyze patient opioid prescription data in a HIPAA-compliant way; and moving the Department to a centralized, secure, OIT-approved mass e-mailing application.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Average number of department digital media views per month <sup>1</sup>	7,860,580	5,000,000	4,000,000	

<sup>1</sup> Includes visits to the City's COVID-19 webpages.

## FY23 STRATEGIC GOALS

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- ▲ Continue to address substance use and harm reduction by reducing fatal overdoses by 10 percent among non-Hispanic Black and Latinx populations, developing and releasing citywide strategic plans to address stimulant use in Philadelphia (many people who preferentially use stimulants are non-Hispanic Black individuals and Hispanic individuals); developing a dashboard and report tracking specific racial equity metrics as they relate to prevention, drug treatment and access to harm reduction services, increasing buprenorphine prescribing by 15 percent, and successfully providing low-barrier employment to 100 people in Kensington via a “same day pay” model to participate in clean-ups.
- ▲ Improve IT operations and security by coordinating asset management software to track all devices, licensing, and network resources for inventory, maintenance, and product life-cycle planning, improving network architecture to enable accurate access management for network and application access, upgrading network security to better protect patient and resident data, and move toward stronger compliance with HIPAA, and coordinating enterprise data services to upgrade and improve storage and maintenance of PDPH data.

## FY23-27 STRATEGIC INITIATIVES

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- ▲ Expand outreach to and engagement of Black and Latinx populations on overdose prevention. Fatal overdoses among these groups have increased, while they have decreased among non-Hispanic Whites. This goal includes:
  - Fostering new relationships with organizations and trusted messengers in these communities.
  - Providing tailored naloxone and fentanyl test strip trainings.
  - Developing and implementing a strategy to reach Spanish-speaking populations.
- ▲ Lead a citywide workgroup of expert clinicians tasked with improving the inpatient medical care provided to people who use drugs (improve outcomes, reduce people leaving against medical advice); the group will be charged with addressing evolving clinical and public health issues related to drug use (e.g., xylazine withdrawal, micro-dosing of buprenorphine).
- ▲ Increase opportunities citywide for entering medication-based treatment, including health care systems, tele-medicine, from jail, via [EMS's AR-2](#), and social service organizations (“no wrong door”).
- ▲ Work across all divisions to improve operations, access and security including:
  - Work collaboratively with CDIP and EHS to replace the tobacco licensing system, PTRD, with a

web-based solution that will improve access, the license application process, and EHS's ability to enforce laws and ordinances.

- Bring all Departmental websites to the City's centralized support platform to improve maintenance and security processes.
- Expand staffing to support efforts and plans of modernization across the Department.
- Improving use of City's Active Directory system for use of groups and tracking of users, along with projects to incorporate single sign-on (SSO) for Departmental applications.

## PROGRAM 9: HEALTH SYSTEMS

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### PROGRAM DESCRIPTION

This program provides support for health systems and direct health services in the Philadelphia community for those with high needs and with limited access to care. Examples of services include the long-term care services at the Philadelphia Nursing Home (PNH).

### RECENT ACCOMPLISHMENTS

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**COMPLETED TWO PERFORMANCE AUDITS:** Completed two performance audits to assure continued compliance with infection control and care requirements at Philadelphia Nursing Home.



**SERVICE SURVEY** Successfully completed Commonwealth of Pennsylvania's Office of Long-term Care Services survey. The census drives net patient service revenue. An increased census decreases the amount of General Fund support needed for operations at PNH, estimated at \$17 million for FY21.



**INCREASED CENSUS:** Increased census during FY22 after a significant decrease in the census during FY21. The average daily census year to date through December 31, 2021, is 265. The average daily census for FY21 was 252, which was down from 295 in FY20.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Philadelphia nursing home average daily census <sup>1</sup>	254	N/A	N/A	

<sup>1</sup> The nursing home's census has declined primarily due a greater state focus on maintaining residency in the community. The COVID-19 pandemic has also dramatically reduced admissions into nursing homes across PA.

## FY23 STRATEGIC GOALS

- ▲ Assess the role of the Philadelphia Nursing Home in providing direct health services to support the Philadelphia community.
- ▲ Assess infrastructure needs of the Philadelphia Nursing Home in partnership with the Department of Public Property and the Budget Office.



### FY23-27 STRATEGIC INITIATIVES

- ▲ In the upcoming years, DPH plans to reassess quality metrics for Philadelphia Nursing Home services to improve performance at the next long-term care services survey.
- ▲ Prepare for the expiration of the Philadelphia Nursing Home lease in partnership with the Department of Public Property and the Budget Office's Capital Budget team.
- ▲ Initiate an evaluation of capital needs at Philadelphia Nursing Home, in partnership with the Budget Office and other City stakeholders.

## PROGRAM 10: LEAD AND HEALTHY HOMES (LHH)

### PROGRAM DESCRIPTION

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.

### RECENT ACCOMPLISHMENTS



**INCREASED CERTIFICATIONS:** Increased the number of Lead Safe and Lead Free certificates from 1,870 to over 34,000. Conducted virtual presentations for the Lead Law, and implemented the new Lead Law, including the database.



**FUNDING:** Received supplemental funding from CDC for primary prevention in child-care establishments.



**LEAD ASSESSMENTS:** Worked with staff and Unions to develop COVID-19 safe approaches to conducting lead risk assessments in homes.

### PERFORMANCE MEASURES

#### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Reported number of children under age 6 years with new lead exposure, defined as elevated blood level of 5 micrograms per deciliter ( $\mu\text{g}/\text{dL}$ )	1,014	1,500	1,500	

## FY23 STRATEGIC GOALS

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- ▲ Improved the no contact rate by 10 percent. The no contact rate captures DPH's ability to get into homes for lead risk assessment inspections where children have been lead poisoned.
- ▲ Continue to work with the Department of Licenses and Inspections (L&I) regarding enforcement of the new [Lead Law](#).
- ▲ Move Lead staff out of the current building space into a new facility.



### FY23-27 STRATEGIC INITIATIVES

- ▲ Through the implementation of the new Lead legislation, significantly reduce the number of children with elevated blood levels according to the CDC's [blood lead reference value](#).
- ▲ Develop and implement comprehensive strategies for primary prevention of lead poisoning to augment the Lead Law.
- ▲ Expand home remediation services to reach all children whose lead level exceeds the CDC threshold.

## PROGRAM 11: MATERNAL, CHILD, AND FAMILY HEALTH (MCFH)

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### PROGRAM DESCRIPTION

This program provides health and support services targeted toward women, children, and parenting families. Specific services include home visiting, breastfeeding support, and education. This program also provides services for children with special health care needs and services to help pregnant women get health care to have healthy babies.

## RECENT ACCOMPLISHMENTS



**TELELACTATION APP:** Expanded Pacify, a citywide tele-lactation app, that had over 1,500 users in FY21.



**PRENATAL ASSISTANCE:** Conducted surveillance of COVID-19 infection in pregnancy as requested by the CDC and conducted the Perinatal Periods of Risk analysis. Set the new Common Agenda for the Community Action Network (CAN) collective impact work that aims to reduce racial disparities in infant mortality. Additionally, advocated for key maternal and child health issues including writing [OpEds](#) and [testifying](#) on paid family leave and [extending Medicaid coverage](#) for one year postpartum.



**TRAININGS:** Completed training related to the Family Health Training Academy, a series of micro-learnings on key maternal and child health topics for city case workers; and implicit bias training for obstetricians in all five Philadelphia labor and delivery hospitals.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent of women initiating breastfeeding <sup>1</sup>	80.8%	82.0%	82.0%	
Percent of non-Hispanic Black women initiating breastfeeding <sup>2</sup>	79.52%	82.0%	82.0%	
Number of families referred to Philly Families CAN, the home visiting centralized intake system <sup>3</sup>	393	750	1000	

<sup>1</sup> Breastfeeding initiation has been consistent at approximately 80% for the past few quarters. MCFH continues to promote the Pacify app as a free resource to support breastfeeding among Philadelphia residents. MCFH also provides virtual trainings (20 hours) for healthcare providers who would like to know more about how to better support breastfeeding among patients.

<sup>2</sup> New measure for FY23. MCFH has hired a new lactation program manager who will be working closely with hospitals on breastfeeding education and policies with a focus on promoting equity in breastfeeding initiation.

<sup>3</sup> New measure for FY23. Program launched October 2020. DPH are currently running a targeted media campaign to increase awareness of Philly Families CAN and expect referrals to continue to increase.

## FY23 STRATEGIC GOALS

- ▲ Pilot initiatives developed by the CAN stakeholder group that aim to reduce racial disparities in infant mortality; and convene citywide stakeholders and develop a strategic plan to reduce racial disparities in childhood asthma.
- ▲ Develop a surveillance system for maternal morbidity so DPH can better understand and ultimately address racial health disparities in maternal morbidity.
- ▲ Expand Heart Safe Motherhood, a postpartum remote hypertension monitoring program, to all Philadelphia delivery hospitals with the aim of reducing postpartum hypertension-associated morbidity and mortality.



### FY23-27 STRATEGIC INITIATIVES

- ▲ Seek philanthropic funding for and pilot a model of unconditional prenatal cash supplements and study its effects on reducing racial disparities in prematurity and infant mortality.
- ▲ Expand Philly Families CAN, the home visiting centralized intake system, to become a support line for families and mandated reporters to prevent the disproportionate referral of families of color to DHS for poverty-related concerns.
- ▲ Improve identification of intimate partner violence in obstetric settings and develop a coordinated referral system between health care systems and domestic and sexual violence support agencies.
- ▲ Advocate for Medicaid reimbursement for key maternal and child health services including, doulas, in-home lactation consultants, integration of maternal mental health services with prenatal, postpartum, and pediatric care.

## PROGRAM 12: MEDICAL EXAMINER'S OFFICE (MEO)

### PROGRAM DESCRIPTION

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.

### RECENT ACCOMPLISHMENTS



**INCREASE IN CASELOAD:** Managed historic increases in homicides, drug deaths, and total caseload.



**COVID-19 TESTING:** Managed the testing and investigation of COVID-19-related fatalities.



**NEW FACILITY DESIGN:** Planned and prepared for the relocation of operations to new facility at 400 N. Broad Street in FY22.

### PERFORMANCE MEASURES

#### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent of all cases with autopsy reports issued within 90 calendar days	95.8%	≥ 90.0%	≥ 90.0%	
Number of death cases investigated	4,150	N/A	N/A	

## FY23 STRATEGIC GOALS

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- ▲ Recruit and hire a new Chief Medical Examiner.
- ▲ Improve operations by developing policies and procedures for the disposition of unidentified remains; plan for administrative reorganization to mitigate the effects of administrative employee retirement or separation and conduct implicit bias training for all public-facing MEO employees.
- ▲ Apply for American Board of Forensic Toxicology (ABFT) accreditation.

## FY23-27 STRATEGIC INITIATIVES

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- ▲ Create/overhaul office policies and procedures.
- ▲ Gain ABFT accreditation for the toxicology laboratory.
- ▲ Gain office accreditation by the National Association of Medical Examiners.

## PROGRAM 13: PUBLIC HEALTH LABORATORY

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### PROGRAM DESCRIPTION

This program provides 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.

### RECENT ACCOMPLISHMENTS

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**TESTING:** Continued to perform high through-put and Emergency Use Assay (EUA) PCR based SARs Cov 2 or COVID-19 testing on patient samples from AHS, Prisons, MEO, LongTerm Care Facilities, and Congregate Care settings utilizing the Hologics Panther,

Cepheid Gene Xpert and Biofire Torch platforms. PHL increased testing capacity from five to six days a week, on the Gene Xpert from four modules to sixteen modules and the Torch from two to eight modules; and the lab's general COVID testing turn-around time remained equal to or better than reference lab testing in that PHL was able to report results in less than 48 hours based on the

time of receipt of specimen in lab to completion. Assisted in the validation, training and roll-out of point-of-care testing at the School District of Philadelphia, AHS, and other submitter sites.



**RESOURCES:** Through support from the Center for Disease Control (CDC), PHL was able to acquire staffing resources, supplies, equipment, training, and IT to support COVID testing efforts and reporting initiatives. Additionally, implemented an Inventory Management system which tracks the usage of all COVID supplies and reagents, as well as other lab supplies. Supported the CoCo MTU (Mobile Testing Unit) in their COVID rapid antigen and PCR confirmatory testing.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of diabetes blood sugar test performed	13,370	12,000	12,000	
Covid-19 Reporting Turn around times from receipt in lab to final result	6 hrs. 53 min	<72 hours	<72 hours	

## FY23 STRATEGIC GOALS

- ▲ Recruit, hire and train new Medical Technology staff with diverse cultural and racial backgrounds to support PHL testing.
- ▲ Move the Public Health Laboratory to new location and facility, a future state of the art lab, to support testing efforts.
- ▲ Explore possibilities for performing more Prison testing.
- ▲ Implement Point of Care testing – Urine Suboxone Drug Screen testing and A1C point of care testing to support City's health center Health Resources and Services Administration initiatives.
- ▲ Implement auto-verification in new Laboratory Information System to release “normal” test results to provider or application sooner. Eliminates lab staff from manually reviewing and releasing results once testing is completed. Utilize staff to perform other testing and activities.

## FY23-27 STRATEGIC INITIATIVES

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- ▲ Move the Public Health Laboratory to new location utilizing MWBE sub-contractors.
- ▲ Prepare and successfully pass upcoming PADOH CLIA (Clinical Laboratory Improvement Amendments) and DEP (Department of Environmental Protection) inspections.
- ▲ Continue to support COVID-19 testing initiatives by increasing staffing levels to maintain testing through the week and weekend.
- ▲ Recruit for hard to fill positions to replace retiring staff.
- ▲ Perform whole genome sequencing molecular testing with new state of the art instrumentation (i.e., iSeq and Nextseq). This will help identify genomic markers in viral and bacterial samples (i.e., COVID Variants).
- ▲ Implement two mass spectrometry instruments to assist in a quicker Bacterial/TB organism identification and response.
- ▲ Increase Prison COVID-19 testing.
- ▲ Increase bioterrorism triage and testing capabilities once lab has been relocated.
- ▲ Working to improve recruitment efforts in the hiring and retention of hard to fill laboratory clinical science positions.
- ▲ Investigate COVID or any infectious disease wastewater testing at new lab.



# PUBLIC PROPERTY

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## PROGRAMS

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ADMINISTRATION

CAPITAL

FACILITIES MANAGEMENT  
(FIELD OPERATIONS)

FACILITIES MANAGEMENT (QUAD-PLEX)

REAL ESTATE AND PLANNING



**DEPARTMENT PAGE**

[PHILA.GOV/DEPARTMENTS/  
DEPARTMENT-OF-PUBLIC-PROPERTY/](https://PHILA.GOV/DEPARTMENTS/DEPARTMENT-OF-PUBLIC-PROPERTY/)

## MISSION

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The Department of Public Property (DPP) responsibly serves the City's workforce and community by providing quality facilities and workspaces.

# BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	9,847,147	10,098,527	10,548,425	10,700,937	10,991,963	10,996,461	11,003,155	11,003,155
<b>Class 200 - Contracts/ Leases</b>	31,803,456	35,725,814	36,765,814	37,608,915	37,961,431	38,307,192	38,610,811	38,691,789
<b>Class 300/400 - Materials, Supplies, Equipment</b>	1,332,653	1,338,535	1,338,535	1,338,535	1,338,535	1,338,535	1,338,535	1,338,535
<b>Class 500 - Indemnities/ Contributions</b>	456,950	0	0	0	0	0	0	0
<b>Class 800 - Payments to Other Funds</b>	21,210,793	26,262,470	25,262,470	27,184,004	28,767,479	30,470,998	31,883,822	33,376,682
<b>Total</b>	64,650,999	73,425,346	73,915,244	76,832,391	79,059,408	81,113,186	82,836,323	84,410,161

## PROGRAM 1: ADMINISTRATION

### PROGRAM DESCRIPTION

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.

### RECENT ACCOMPLISHMENTS



**ADMINISTRATIVE SUPPORT:** The division continued to provide full administrative support for the Department despite the many work disruptions due to the pandemic.



**INFORMATION TECHNOLOGY:** Effectively presented a business case to the Office of Innovation and Technology (OIT) to support the need to have a specialist detailed to the Department to support IT needs.



**HEALTHY STAFF:** Worked with the Office of Risk Management to properly assess every individual COVID-19 exposure to ensure a healthy work environment for all staff.



**TRAINING:** Successfully trained all management staff on project management fundamentals.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent of customer service survey respondents who rate DPP's service a 3 out of 5 or higher <sup>1</sup>	N/A	N/A	N/A	
Human Resources: days to fill position after certification	37	37	35	
Human Resources: net hires	6	15	12	
Safety: number of injuries	13	Decrease from prior year	8	
Safety: number of employees trained	14	100	100	
Administration: invoices - days to pay median(from date of receipt to date of submission to Finance)	16	12	12	

<sup>1</sup>The survey was not completed in FY21 or FY22 because DPP did not have any occupants to survey due to the pandemic and small amounts of employees returning to the office space. DPP is not expecting to complete the survey in FY23 unless there is a rise in the number of employees returning to work in the office.

## FY23 STRATEGIC GOALS

- ▲ Promote diversity, equity, and inclusion in the Department of Public Property. The Department is scheduled to begin working on the new initiative in FY23.
- ▲ The Department will continue to work with the Office of Risk Management to provide employees training to reduce injuries on the job.
- ▲ DPP will develop recruitment and retention strategies for hard-to-fill positions and will refocus efforts toward developing a training program for current staff with Orleans Technical College.

## FY23-27 STRATEGIC INITIATIVES

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- ▲ The Department will work with the Office of Diversity, Equity, and Inclusion to implement the City of Philadelphia's Racial Equity Strategy. The Department is scheduled to begin work in the third cohort of this project. DPP will continue to look at hiring and retention through a racial equity lens.
- ▲ The Department will work with Risk Management to coordinate a Safety Fair to promote employee health and safety both in and outside of the workplace.
- ▲ The Department will release a competitive bid to continue project management and other managerial training sessions to enable the advancement of projects and DPP staff.

## PROGRAM 2: CAPITAL

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### PROGRAM DESCRIPTION

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.

### RECENT ACCOMPLISHMENTS

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#### **THE FOLLOWING PROJECTS WERE COMPLETED IN FY20 AND FY21:**

- ▲ Completed design and construction for the Police, Fire Unified Communication and the Medical Examiner's Office at 400 North Broad Street
- ▲ Purchased, designed and constructed a new 2nd Police District
- ▲ Completed the elevator modernization project at the Juanita Kidd Stout Center for Criminal Justice
- ▲ Completed the Engine 72 PPE Decontamination Room project
- ▲ Completed ADA Improvements at the 17th and 35th Police Districts
- ▲ Modified the elevators at Philadelphia Industrial Correction Center
- ▲ Installed a new roof at Powerhouse Prison Campus
- ▲ Completed renovations to Health Center 10

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of substantially completed construction projects (A project that is substantially complete is at least 95% complete)	54	45	45	
Number of projects that completed design	22	22	22	

## FY23 STRATEGIC GOALS

- ▲ Maximize the efficient use of available funding.
- ▲ Train all staff for project management skills.
- ▲ Reinststitute an escalation process for projects that are stuck in various parts of the capital process.



### FY23-27 STRATEGIC INITIATIVES

As in past years, the Capital Division is using input from departments, their Master Plans, and prioritizing projects based on the current critical levels of need to determine project lists. Due to a limited budget, the Department selects projects based on a strict priority or when a facility faces an emergency. In addition, the Department of Public Property will continue with critical life safety projects, while also prioritizing racial equity.

# PROGRAM 3: FACILITIES MANAGEMENT (FIELD OPERATIONS)

## PROGRAM DESCRIPTION

This program manages facilities within the Philadelphia Police and Fire departments, the Managing Director’s Office, the Office of Fleet Management, Riverview Home, and the Department of Licenses and Inspections’ locations.

## RECENT ACCOMPLISHMENTS



### THE FOLLOWING PROJECTS WERE COMPLETED IN FY20 AND FY21:

- ▲ Retrofitted and changed out old lighting and ballasts to LED bulbs on multiple apparatus floors at Engines 50, 35, 33, 46 and 66, Fleet Shop 144, and the Fire Administration Building.
- ▲ Replaced boilers at Engines 6, 9, 63, 12, and Ladder 16.
- ▲ Replaced mini splits at 4000 N. American and the Fire Marshalls Office.
- ▲ Performed routine maintenance consisting of painting, renovating, concrete, and brick work, and replacing black top at over 35 locations.
- ▲ Implemented COVID enhancements to ventilation systems and cleaning and disinfecting protocols.
- ▲ Moved all DPP equipment, supplies and zone staff from a long-standing leased warehouse facility at 25th and Jackson due to huge rental increases.
- ▲ Successfully phased DPP out of Special Event operations.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Field Operations: Facilities division internal work order volume	9,410	10,000	11,000	
Field Operations: Percent of work orders completed within service level	65.0%	80.0%	90.0%	

## FY23 STRATEGIC GOALS

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- ▲ Continue to monitor and upgrade building systems to improve efficiency, safety, and security for customers, including HVAC, roof systems, security doors and lighting.
- ▲ Continue to monitor and work with HVAC vendors on preventive maintenance of HVAC equipment to reduce breakdowns and emergency response calls.

## FY23-27 STRATEGIC INITIATIVES

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As in past years, the division will continue monitoring and evaluating the operation and the response time provided to meet the needs of customers. DPP will continue to work on improving strategies and evaluate daily operations. The Department will remain flexible to meet demands requiring the most attention as the equipment in City facilities continues to age. These initiatives are an ongoing process as DPP strives to balance workload with available resources.

## PROGRAM 4: FACILITIES MANAGEMENT (QUAD-PLEX)

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### PROGRAM DESCRIPTION

This program encompasses facilities management for City Hall and the Triplex, which consists of the One Parkway Building (OPB), the Municipal Services Building (MSB), and the Stout Criminal Justice Center (SCJC). Quadplex tenants include the Mayor's Office, City Council, the Federal Judicial District, independently elected officials, the Managing Director's Office, and various finance and operating agencies. The newly opened Philadelphia Public Safety Building (PPSB) will become part of this division.

### RECENT ACCOMPLISHMENTS

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#### **PHILADELPHIA PUBLIC SAFETY BUILDING (PPSB):**

- ▲ Assumed the maintenance responsibilities until the award of the Operations, Maintenance and Service (OMS) contract internally with DPP staff.
- ▲ Responsible for overseeing the OMS contract once it was fully conformed.



### **CITY HALL:**

- ▲ Replaced City Hall Boilers
- ▲ Installed a new emergency power lighting system
- ▲ Installed of new water main into City Hall
- ▲ Completed multiple ceiling and lighting projects



### **ONE PARKWAY BUILDING (OPB):**

- ▲ Managed the DHS renovation project for their intake area
- ▲ Purchased and installed LED lights for 1st floor, mezz and 5th floors



### **MUNICIPAL SERVICES BUILDING (MSB):**

- ▲ Replaced exterior cameras
- ▲ Continue to battle graffiti removal and nuisance activities on Paine Plaza



### **STOUT CRIMINAL JUSTICE CENTER (SCJC):**

- ▲ Upgraded fire alarm panel and replace transformer in the command center



### **TRI-PLEX AND CITY HALL:**

- ▲ Conducted façade inspections
- ▲ Completed restroom renovations, which included new partitions, hardware, and flooring
- ▲ COVID-19 response included increased safety measures across the Quad-plex, which included HVAC enhancements, implementing enhanced cleaning protocols and disinfecting processes, and COVID-19 protocol signage and notification installation.



### **PORT AUTHORITY TRANSIT CORPORATION (PATCO) COMMUTER TUNNEL:**

- ▲ PATCO light replacement in the Locust Street commuter tunnel
- ▲ PATCO elevator system replacement

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Quad-Plex: Work order volume	21,473	24,000	26,000	
Quad-Plex: Percent of work orders completed within Service Level Agreement	65.8%	92.0%	75.0%	

## FY23 STRATEGIC GOALS

- ▲ Work with the Energy Office to improve consumption of various utility services at each facility
  - ▲ Window and Roof Replacement, City Hall
  - ▲ LED Energy efficient light fixtures in the MSB
- ▲ Collaborate with the Capital division regarding proposed improvements for Thomas Paine Plaza
- ▲ Focus on the façade reports to implement attainable phasing of repairs
- ▲ Continue to maintain integrity of the existing structures
- ▲ Improve work order completion
- ▲ Improve current OEO participation

## FY23-27 STRATEGIC INITIATIVES

- ▲ Continue to monitor, evaluate, and improve facility services for the Department and the City.
- ▲ Improve subcontractor administration and coordination with field operations.
- ▲ Continue to monitor, evaluate, and improve service request administration and execution.
- ▲ Improve communication and data sharing between DPP divisions and City departments.
- ▲ Improve City-owned assets to be a good neighbor with area residents.

## PROGRAM 5: REAL ESTATE AND PLANNING

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### PROGRAM DESCRIPTION

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.

### RECENT ACCOMPLISHMENTS

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**VOTING MACHINES:** Leased and fit-out a 200,000 square foot parcel to house all voting machine storage, warehouse operations, and mail-in ballot processing in the Northeast area of the city.



**POLICE PLANNING:** Relocated the Northeast Detective Unit from the 15th Police District to a stand-alone office while the renovations to the 15th Police District are underway. And, leased and fit-out an entire new substation for the Police in the Kensington area of the city.



**MAJOR RENOVATIONS:**

- ▲ Completed major renovations to the building at 7800 Ogontz Avenue for use by the Health and Fire departments.
- ▲ Leased and fit-out a new space for the Department of Health's Environmental Health Services Unit at 1825 E. Hilton Street.
- ▲ Obtained multiple leased locations for isolation and quarantine areas during the COVID-19 pandemic.
- ▲ Completed entire suite renovations to the Sheriff's Suite at 100 S Broad St.
- ▲ Completed major renovations to the storage area at the multi-agency warehouse at 4000 American Street.
- ▲ Completed renovations to the OPB 1st Floor for the Department of Human Services (DHS).

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Lease cost per square foot	\$20.20	\$20.00	\$20.50	
Total square feet of space owned and leased	1,907,855	1,828,694	1,850,000	
Square feet of space per employee, owned and leased	255	250	225	

## FY23 STRATEGIC GOALS

- ▲ Evaluate where square footage can be reduced, assets can be sold, and efficient solutions can be implemented across the city.
- ▲ Obtain buy-in for the idea of reducing the City's space footprint as the City workforce continues to operate on a completely remote or in a hybrid work situation.
- ▲ Continue to review, identify, negotiate, and administer real estate transactions that support the space requirements of City departments and the priorities of the Administration.
- ▲ Design and deliver modernized and efficient workspaces for City employees.

## FY23-27 STRATEGIC INITIATIVES

Improve optimization strategies based on modern space management principles and standards. Evaluate and implement new space design policies in response to the actual and expected impacts of the COVID-19 pandemic on the local real estate market, the de-densified workplace, and the need for safer workspace. Continue to recognize opportunities for savings in total lease costs and provide recommendations for highest and best use for City-owned real estate assets. Continue to evaluate all potential real estate transactions with an emphasis on community and racial impact.



# RECORDS

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## PROGRAMS

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**DOCUMENT RECORDING**  
**RECORDS MANAGEMENT**  
**IMAGING**  
**PUBLIC ACCESS TO RECORDS**  
**DEPARTMENT ADMINISTRATION**



**DEPARTMENT PAGE**  
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## MISSION

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The Department of Records (DOR) provides inclusive, 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 Philadelphia, including the collection of local and state realty 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 financial disclosure forms, public safety reports, land records, City Archives, and City regulation public notices.

## BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	2,823,021	3,009,970	3,259,750	3,364,422	3,455,329	3,455,329	3,455,329	3,455,329
<b>Class 200 - Contracts/ Leases</b>	705,437	758,985	758,985	758,985	758,985	658,985	658,985	658,985
<b>Class 300/400 - Materials, Supplies, Equipment</b>	143,371	143,758	143,758	143,758	143,758	143,758	143,758	143,758
<b>Class 500 - Indemnities/ Contributions</b>	0	0	0	0	0	0	0	0
<b>Total</b>	3,671,829	3,912,713	4,162,493	4,267,165	4,358,072	4,258,072	4,258,072	4,258,072

## PROGRAM 1: DOCUMENT RECORDING

### PROGRAM DESCRIPTION

This program consists of the examination, recording, indexing, and mapping of all land title documents in the City of Philadelphia, the collection of local and state realty transfer taxes, and the collection of recording fees.

### RECENT ACCOMPLISHMENTS



**ELECTRONIC RECORDING:** In FY21 and FY22, the trend continued of over ninety percent of documents recorded being recorded electronically, including collection of recording fees and realty transfer taxes. This was due to DOR's effort to encourage as many customers as possible to convert from paper to electronic recording when COVID-19 closures began in March 2020. By way of comparison, in January 2020, the percentage of documents recorded electronically was eighty-five percent.



**REDUCE TANGLED TITLES:** In FY21, Records joined the Register of Wills (ROW) to support ROW's innovative Probate Deferral Initiative to reduce tangled title in Philadelphia. Eligible participants have their probate fees deferred and deed recording fee waived to incentivize them to untangle their titles and ensure the enjoyment and orderly transfer of their generational wealth. Approximately fifteen titles have been untangled at this point, and DOR continues with ROW to engage in community outreach efforts to increase participation.



**WEB-BASED CUSTOMER CHECK-IN:** To enhance the fight against deed fraud, in FY22 DOR went live with a state-of-the-art, web-based customer check-in system in its document recording room to take customers’ photos, scan their photo IDs, and record their electronic signatures. The new system replaces an outdated legacy system and contains robust reporting features enhancing law enforcement’s ability to investigate deed fraud.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percentage of land records electronically filed (deeds, mortgages, etc.)	92.8%	90%	90%	
Documents to be recorded will be recorded within 45 days by fiscal year end <sup>1</sup>	N/A	Yes	Yes	

<sup>1</sup> New measure for FY23 and therefore prior year data is not available.

## FY23 STRATEGIC GOALS

- ▲ In FY23, DOR will expand its free Deed Fraud Guard service to allow notaries to receive email notices when a document is recorded with their name listed as a notary. This service is critical to combating deed fraud, because notaries will learn in close to real time whether a fraudster has forged their signature and notary stamp on a fraudulent deed.
- ▲ Roll out DOR’s first ever citywide public outreach media campaign to educate the public about deed fraud, with a particular focus on developing a culturally competent effort to reach those disproportionately victimized by this crime, including seniors and communities of color.
- ▲ Continue partnership with ROW to increase participation in ROW’S Probate Deferment Initiative to reduce the incidence of tangled title.



## FY22-26 STRATEGIC INITIATIVES

Records will continue its strategic focus to maintain a high level of e-recording compared to paper recording to increase efficiencies and maintain the rapid processing of fee and tax revenue. Simultaneously, Records will continue its strategic partnerships regarding deed fraud and tangled title to develop innovative programs and supporting resources to

reduce the incidences of these issues, including relationships with universities and legal organizations in numerous states and Puerto Rico, philanthropic organizations, local and state leaders, and the Philadelphia Bar Association Fraudulent Conveyance Task Force.

## PROGRAM 2: RECORDS MANAGEMENT

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### PROGRAM DESCRIPTION

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, City Council, and Court system.

### RECENT ACCOMPLISHMENTS

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**RECORDS STORAGE CENTER:** The Records Storage Center team continues to provide service and support to critical departments during the COVID-19 pandemic, including the Courts, Police Department, and Department of Human Services, etc. Utilizing an appointment reservation system, departments were able to schedule appointments with team members to locate and pick up their inactive records from the RSC. The RSC team has also been coordinating with departments who are relocating their offices to new buildings to receive their inactive records on retention.



**RECYCLING:** In FY21, Records far exceeded its targeted performance measure by recycling approximately 9,000 boxes of expired city records. Records expects to meet the targeted performance measure goal for FY22.



**ONBOARDING:** Records successfully onboarded two new RSC team members in a very challenging labor market to achieve full team membership.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of boxes containing expired records recycled	8,924	4,500	4,500	

### FY23 STRATEGIC GOALS

- ▲ Reduce the Records Storage Center inventory by three percent, through a combination of recycling expired records and working with departments to digitize records.
- ▲ DOR will collaborate with departments to review retention schedules and make revisions to align with current mission and operations of departments.



### FY23-27 STRATEGIC INITIATIVES

DOR will seek to reduce the inventory located in the Records Storage Center by ten percent through recycling of expired City records and increased digitization of records.

## PROGRAM 3: IMAGING

### PROGRAM DESCRIPTION

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.

### RECENT ACCOMPLISHMENTS



**ELECTION SUPPORT:** In FY21 and FY22, DOR assisted the City Commissioners Office in the printing of thousands of documents in connection with the November 2020, May 2021, and November 2021 elections.

### PERFORMANCE MEASURES

#### FY23 PERFORMANCE MEASURES

Measure	FY21 ACTUAL	FY22 TARGET	FY23 TARGET	MAYORAL PRIORITY
Percent of print jobs turned around in one day	23.1%	50.0%	50.0%	

### FY23 STRATEGIC GOALS

- ▲ Monitor Central Duplication performance using new workflow management system and set appropriate performance measures.
- ▲ Identify departments that may be candidates to reduce the amount of paper copies ordered and convert to digital by using data from the new Central Duplication workflow management system.



## FY23-27 STRATEGIC INITIATIVES

From a strategic standpoint over the next five years, DOR's focus will be on developing, implementing, and maintaining a modern and data-driven performance management system using Central Duplication's workflow software, as well as working with departments to reduce their reliance on paper copies in favor of digital ones.

### PROGRAM 4: PUBLIC ACCESS TO RECORDS

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#### PROGRAM DESCRIPTION

This program includes five major activities, each of which is centered around making City records available to the public and promoting government transparency:

- ▲ **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 the Law Department 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. This function also includes the department's mapping unit, which ensures that legal descriptions in recorded deeds match the City's official tax records.
- ▲ **CITY ARCHIVES:** DOR manages and preserves the City Archives, which contains millions of historical records dating back over three centuries. The Archives are open to the public and provides access to City records of historical and cultural significance that are permanently maintained and preserved at 548 Spring Garden Street.
- ▲ **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.

## RECENT ACCOMPLISHMENTS



**ONLINE TRAFFIC ACCIDENT REPORTS:** In FY21, DOR successfully launched a new online eCommerce portal <https://crashreports.phila.gov> for the public to obtain copies of their traffic accident reports. The portal replaces a paper-based system and has resulted in approximately 70 percent of traffic accident reports now being obtained through the portal with very little staff involvement on average. During FY22, this portal enabled Records to eliminate its longstanding backlog of public safety report applications.



**PHILADELPHIA'S HISTORIC 7TH WARD:** In FY21, the City Archives, in partnership with Mural Arts and Little Giant Creative, a local business, was awarded a grant from the Pew Center for the Arts & Heritage in the amount of \$240,000. The grant will be used to create a tribute to [Philadelphia's Historic 7th Ward](#) and will tell compelling stories through experiential place-based art installations. This tribute will unearth the vibrant culture of African Americans that existed in this historic Philadelphia community during the early twentieth century. In FY22, the City Archives and its partners issued an RFP to commission artists to create these unique pieces of art.



**OPERATIONS TRANSFORMATION GRANT:** In FY22, DOR was awarded an Operations Transformation Grant to develop a new eCommerce portal to automate the provision to the public of their police incident, fire, and emergency medical services reports. This portal will build upon the successful traffic accident report portal to automate the remainder of the public safety report application process.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percentage of financial disclosures electronically filed	97.4%	96.0%	96.0%	
Percentage of public land requests turned around within one day	100.0%	100.0%	100.0%	

## FY23 STRATEGIC GOALS

- ▲ In FY23, DOR plans to issue and award a concession request for proposals for a vendor to digitize and maintain online records for the public approximately 11 million historical genealogical records from the City Archives. These include records such as marriage, birth and death records, among others, which have only ever been available in paper form at the City Archives.
- ▲ Subject to COVID-19 restrictions, DOR plans to restart public exhibits and events at the City Archives to engage and educate the public on issues of historical interest. The City Archives typically has 3-4 exhibits and 3-4 events per fiscal year.
- ▲ DOR will work with its partners Little Giant Creative and Mural Arts throughout FY22 to develop the Tribute to the Seventh Ward, described above. This project will occur over the course of the next two fiscal years.
- ▲ DOR will continue to digitize and make available more deeds from prior to 1974 on its online public portal PhilaDox (approximately 1-2 years worth of deeds).



### FY23-27 STRATEGIC INITIATIVES

DOR will work with a vendor to complete the digitization of and online public platform for the approximately 11 million historical genealogical records from the City Archives.

DOR, together with its partners Little Giant Creative and Mural Arts will debut its Seventh Ward Tribute, a series of place-based art exhibits and experiences located in

the Seventh Ward community.

DOR will continue its ongoing project to digitize and make available more deeds from prior to 1974 on its online public portal PhilaDox back through approximately the mid-1950s.

DOR will go live with the new online portal for police incident, fire, and emergency medical services reports.

[PhilaDox](#) is the portal through which the public can search and obtain deeds and other recorded documents (currently from 1974 to the present). The portal contains a new limited free public search option where users can search for and view an unofficial copy of their deed or other recorded document. Enhanced search features require a paid subscription.

## PROGRAM 5: DEPARTMENT ADMINISTRATION

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### PROGRAM DESCRIPTION

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 administrative staff.

### RECENT ACCOMPLISHMENTS

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**REOPENING:** In FY21 and FY22, Department Administration oversaw the successful partial reopening in May 2020 of the department to the public, which continued in phases until July 2021, when the department reopened fully to the public with no appointments necessary. The reopening process appropriately balanced the need to provide critical services to the public and City departments with the health and welfare of Records' team members.



**RACIAL EQUITY PLAN:** Records successfully created its first Racial Equity Action Plan, which focused on efforts to reduce deed fraud, which disproportionately impacts communities of color.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percentage of contracts conformed within 60 days after contract start date	80.0%	80.0%	80.0%	

## FY23 STRATEGIC GOALS

- ▲ In collaboration with the City Treasurer’s Office, implement remote deposit safes in its central administrative office, which will speed the deposit of revenues and free up administrative resources.



### FY23-27 STRATEGIC INITIATIVES

DOR will continue to evaluate its revenue procedures in collaboration with the City Treasurer’s Office to implement better and

more efficient revenue reconciliation processes.



# REVENUE

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## PROGRAMS

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**POLICY, ANALYSIS, EXECUTIVE DIRECTION,  
AND ADMINISTRATION**  
**WATER BILLING, ACCOUNTING, AND  
CUSTOMER SERVICE**  
**WATER ASSISTANCE**  
**WATER COLLECTIONS**  
**TAX BILLING, ACCOUNTING, AND CUSTOMER  
SERVICE**  
**TAXPAYER ASSISTANCE AND CREDIT  
DELINQUENT TAX COLLECTION**



**DEPARTMENT PAGE**  
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## MISSION

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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, while providing excellent service to customers that is fair and efficient.

# BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	22,277,095	20,380,548	21,518,547	21,756,185	22,358,046	22,358,046	22,358,046	22,358,046
<b>Class 200 - Contracts/ Leases</b>	4,810,492	5,787,749	4,321,359	4,106,407	4,106,407	4,106,407	4,106,407	4,106,407
<b>Class 300/400 - Materials, Supplies, Equipment</b>	746,197	774,976	774,976	774,976	774,976	774,976	774,976	774,976
<b>Class 500 - Indemnities/ Contributions</b>	301	0	0	0	0	0	0	0
<b>Total</b>	27,834,085	26,943,273	26,614,882	26,637,568	27,239,429	27,239,429	27,239,429	27,239,429

## PROGRAM 1: POLICY, ANALYSIS, EXECUTIVE DIRECTION AND ADMINISTRATION

### PROGRAM DESCRIPTION

This program provides leadership for the Department, conducts analyses, sets and informs policy, ensures that Revenue has the resources it needs, and includes fiscal and information technology functions and an outgoing mail processing center.

### RECENT ACCOMPLISHMENTS



**NEW TAX SYSTEM OF RECORD:** In collaboration with OIT, Revenue successfully launched phase 1 of the Philadelphia Revenue Information System Manager (PRISM) in November 2021. This included the launch of a public-facing website, the [Philadelphia Tax Center](#). This multi-year project replaces the City's 35-year-old legacy mainframe computer system for taxes, and has already met several project goals:

- ▲ Vastly improved the user experience and taxpayer self-service options for online filing and payments of the City's seven major business taxes and School Income Tax. Revenue added the ability to file Earnings Tax, which was not possible previously.
- ▲ Fully translated the Philadelphia Tax Center into Spanish and processed 115 transactions in Spanish in the first month of operation.
- ▲ Conducted ongoing outreach and change-management efforts to prepare staff and taxpayers. This included: [publishing an online guide in both English and Spanish](#) that includes written and video instructions, dedicated taxpayer and staff electronic newsletters, outreach to external stakeholder groups including chambers of commerce, and internal town hall-style meetings with staff.



**PARTICIPATION IN THE CITY'S INAUGURAL RACIAL EQUITY COHORT:**

The Department of Revenue participated in the City's first Racial Equity cohort in FY21.

A diverse team of Revenue employees collaborated over a 10-month period and assessed the Department's policies, procedures, and practices to determine how they impact equity and inclusion. The group prepared the Department's first DEI Plan and developed a Racial Equity Action Plan outlining strategies designed to advance equity and inclusion for both the communities of color that Revenue serves and the Department's BIPOC employees. The Department is working with all stakeholders to further define the strategic plan. Revenue began implementation work for Revenue's Racial Trauma strategy in January 2022 with the goal of full implementation by the end of FY22.



**TRAINING AND DEVELOPMENT WITH A DEI FOCUS:**

The Department launched a Supervisor Training Exemplary Program (STEP) in FY22 with a focus on building foundational leadership skills.

All managers and supervisors participate in mandatory professional development training. Core training includes DEI classes. Moving forward, this will be an annual requirement for all Department of Revenue supervisors and managers. In addition to the STEP program, employees have access to a menu of training courses that focuses on DEI which gives supervisors and managers tools for leading diverse teams.



**A SWIFT SHIFT TO REMOTE WORK IN RESPONSE TO THE PANDEMIC:**

The Department was able to implement remote work quickly, faster than revenue departments in many other jurisdictions.

While prioritizing safety for staff and visitors, Revenue also opened ahead of other jurisdictions, implementing an in-person appointment model with interactions through video and a fully remote call center, and converting as many in-person interactions and processes to phone or virtual as possible. The Department successfully piloted texting as a communications tool during this time.



**DATA SUPPORT DURING THE PANDEMIC TO THE CITY AND SCHOOL DISTRICT'S FINANCE TEAMS:**

During the pandemic, Revenue's Data and Research team was able to quickly build reporting that supported revenue estimation processes in a rapidly changing economic environment.

Since the launch of PRISM, the Data and Research group has maintained quality reporting in the new environment and has been able to quickly respond to information requests.



**PARTICIPATION AND SUPPORT OF THE TAX REFORM WORKING GROUP:**

Supported tax policy curriculum and materials, including written and video content, and developed and led two community meetings.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent of budgeted positions filled	87.8%	92.0%	90.0%	

## FY23 STRATEGIC GOALS

- ▲ Continue efforts to modernize the Department’s technology and processes with a successful launch of phase 2 of PRISM, which includes some of the property-based taxes: Real Estate and Use and Occupancy. The PRISM project is a multi-year project that will eventually affect every resident and business in the city. This effort will further improve the customer experience and self-service options while increasing efficiency. This project will be completed in FY23.
- ▲ The Data and Research unit will support the PRISM project and system implementation while maintaining full reporting and data analysis throughout the transition period. The reporting and analysis will continue to be utilized to monitor the impacts of the pandemic on the City’s tax collections. Revenue will leverage PRISM and data analytics software to increase analytical capabilities, improve work processes, and generate additional revenues through more efficient collection and enforcement initiatives.
- ▲ Due to COVID-19 safety protocols and the digital divide in Philadelphia, Revenue will continue to utilize alternative methods to outreach that go beyond social media and digital messaging.

## FY23-27 STRATEGIC INITIATIVES

The Department recognizes how critical communications and training will be throughout the PRISM project, but especially in phase 2 as Real Estate is added to the system. The Department will work closely with community stakeholders to minimize disruption, especially to vulnerable residents.

The Outreach and Communications team will support the Department’s transition to PRISM for both internal and external stakeholders and continue to develop outreach strategies that are

responsive to evolving health protocols and constituent needs. For example, the Department will make texting capabilities available Department-wide. The Department will also continue to meet taxpayers where they are to increase assistance program enrollment, including the use of texting, robo-calls, and hand-delivered materials. Revenue continues to test alternative methods to bolster under-subscribed programs like the Tiered Assistance Program (TAP) and the Active-Duty Credit for veterans.

The Department will implement and expand strategies to address racial inequalities for both internal and external stakeholders. To support the financial well-being of vulnerable Philadelphians, Revenue will implement cross-enrollment strategies to ensure that all communities of color are enrolled in those programs to ease their financial burden. Additionally, Revenue will also focus inwardly and develop a program to address racial trauma that the Department's employees may have experienced. Revenue is currently partnering with the Department of Human Services to develop a platform to understand the trauma and its impact, offer listening sessions, develop training, and establish a resource hub. Focusing on racial trauma will address the needs of Revenue's employees and produce positive outcomes for them and the customers the Department serves.

## **PROGRAM 2: WATER BILLING, ACCOUNTING, AND CUSTOMER SERVICE**

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### **PROGRAM DESCRIPTION**

This program determines which water, sewer, and stormwater charges customers owe, lets people know how much to pay, and processes payments received.

### **RECENT ACCOMPLISHMENTS**

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**INCREASED ADOPTION OF PAPERLESS BILLING:** Since the successful launch of [MyPhillyWaterBill](#) in FY20, adoption rates continue to rise. At the end of FY22 Q2, 35 percent of water customers had signed up for e-billing, an increase from 28 percent from FY21 Q2.



**UPDATED LIEN SEARCH:** In FY22 Q1, Revenue launched an updated water lien search website. The public can search for water lien history with a more intuitive user experience and updated information including direct access to the civil court dockets. The [website](#) is available in English and Spanish.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent of water bills paid in 90 days	84.6%	84.0%	84.0%	
Dollar amount of water bills collected	\$684,694,664	\$683,767,340	\$683,767,340	



## FY23 STRATEGIC GOALS

- ▲ Revenue will support water customers as they continue to experience pandemic challenges through ongoing assistance program outreach and expansion of e-pay services, to maintain the percentage of water bills paid on-time.
- ▲ Continue reduction of internal billing costs by increasing e-pay and e-bill adoption.
- ▲ Assess the lifespan of the current water billing system (Basis2), define replacement requirements, and prepare a Scope of Work for a future Request for Proposals to update the billing system.



## FY23-27 STRATEGIC INITIATIVES

Revenue will continue to make it easier to pay and to respond timely to all inquiries by leveraging remote interactions and expanded customer self-service. The Department will continue to increase e-pay and e-bill adoption through targeted campaigns to residential and commercial water customers. An increase in electronic billing will reduce paper, printing, and postage costs. An increase in electronic

payments provides faster deposits and payment posting. In partnership with the Philadelphia Water Department (PWD) and the Office of Innovation and Technology (OIT), the Department will conduct a needs-based assessment and gather business requirements for the replacement of Basis2, the Water Revenue Bureau's billing system.

## PROGRAM 3: WATER ASSISTANCE

### PROGRAM DESCRIPTION

Revenue provides discounted water bills to vulnerable residential customers through the Senior Citizen Water Discount and the Tiered Assistance Program (TAP) for low-income customers.

### RECENT ACCOMPLISHMENTS



**DIRECT RELIEF TO LOW-INCOME WATER CUSTOMERS:** In response to the impacts of the COVID-19 pandemic, Revenue, in cooperation with the Philadelphia Housing Development Corporation (PHDC), provided \$1.2 million in direct assistance to low-income customers through the Pennsylvania Emergency Rental and Utility Assistance Program. Additionally, Revenue worked with the Utility Emergency Service Fund (UESF) to streamline the grant process, awarding over \$500,000 in rapid grant assistance.



**TAP PRINCIPAL FORGIVENESS:** During FY21, Revenue implemented principal forgiveness for TAP customers with principal balances. TAP customers can now earn forgiveness of their pre-program arrears after paying their monthly TAP bill in full for 24 months.



**SUSPEND ENFORCEMENT FOR TAP CUSTOMERS:** During FY22, Revenue developed and implemented debt protection for delinquent TAP customers. Approximately \$2 million unpaid TAP bills were shielded from enforcement, protecting 6,800 TAP customers.



**RESTORE WATER SERVICE DURING PANDEMIC:** Beginning in March 2020, Revenue supported the Water Department in restoring water service to over 15,000 properties, providing water security during the public health crisis.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent of applications reviewed within 30 days	100.0%	100.0%	100.0%	

## FY23 STRATEGIC GOALS

- ▲ In cooperation with the Commonwealth, provide direct relief to low-income customers through the new federal Low Income Household Water Assistance Program (LIHWAP).
- ▲ Increase TAP enrollment for eligible customers through focused outreach, specifically within BIPOC communities.
- ▲ Continue to streamline the application process to make it more convenient for customers to access assistance.

## FY23-27 STRATEGIC INITIATIVES

Revenue will deliver direct assistance to low-income customers through its participation in the federal LIHWAP program. The Department will continue its efforts to increase TAP enrollment through targeted outreach to BIPOC communities, by partnering with other City departments and external agencies and pursuing cross enrollment opportunities as they are available. Revenue will continue to enhance the program through innovations in communications and workflow processes.

## PROGRAM 4: WATER COLLECTIONS

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### PROGRAM DESCRIPTION

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 properties, filing suit in both Municipal and Common Pleas Courts, placement of accounts with collection agencies, shut-off of delinquent accounts, sale of property through Sheriff's Sales, and administration of payment agreements.

### RECENT ACCOMPLISHMENTS

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**CONTINUED COMPASSIONATE ENFORCEMENT EFFORTS:** The Department has focused on enrolling residential customers into affordability programs and payment agreements. In FY21, Revenue reached out to customers with breached agreements to encourage them to contact the Department if their financial circumstances had changed so their agreement could be evaluated. Eligible customers were encouraged to apply for the TAP program.



**REDUCING DELINQUENCY OF COMMERCIAL WATER ACCOUNTS:** Working with the Law Department, Revenue has continued to bring chronically delinquent commercial accounts into compliance. Strategies include consolidating water and tax debt across all properties in a single lawsuit against landlords. In FY21, the Law Department collected \$1.7 million from consolidated actions.



**ONGOING SEQUESTRATION EFFORTS:** Through collaboration with the Law Department, Revenue has continued to use sequestration, a process in which the court appoints a sequestrator to collect income from delinquent rental properties to satisfy the property's water debt. Although the program was suspended at the beginning of the pandemic, it has no impact on tenants and was revived in FY22. Since the program's inception in 2019, it has collected over \$11 million.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent change in delinquent principal outstanding (excludes current charges not yet overdue/ delinquent and city bills)	2.0%	0.0%	0.0%	
Percent of Delinquent Water Accounts in Payment Agreements or TAP	10.0%	11.0%	11.0%	

## FY23 STRATEGIC GOALS

- ▲ Maintain current levels of delinquent principal outstanding considering current enforcement constraints due to the pandemic.
- ▲ Continue to bring delinquent landlords into compliance using Consolidated Actions and Sequestration.



### FY23-27 STRATEGIC INITIATIVES

As the effects of the pandemic continue, the Department will expand upon current programs to protect the City’s debt claims and collect delinquencies. Revenue will continue to increase use of consolidated actions to more effectively collect all debt owed by owners of multiple properties

and increase water debt collection. The Department will also improve lien processes with the First Judicial District to ensure that delinquent debt remains secured for collection.

## PROGRAM 5: TAX BILLING, ACCOUNTING, AND CUSTOMER SERVICE

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### PROGRAM DESCRIPTION

This program determines which taxes, fees, and fines people owe, lets people know how much to pay, and processes payments and tax returns received.

### RECENT ACCOMPLISHMENTS

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**STREAMLINED AND SIMPLIFIED WAGE TAX REFUND PROCESS:** In FY21, Revenue in partnership with OIT, developed an online COVID-19 non-resident Wage refund petition in English and Spanish. The Department also developed an electronic process to allow employers to submit COVID-19 refund requests on behalf of their employees. The new technology, internal procedures, and a reallocation of staff, enabled the department to issue Wage Tax refunds to 36,000 applicants, compared to 8,800 in FY20. In FY21, 36,000 applicants received refunds totaling \$92 million (including payments accrued in FY22).



**INCREASED UTILIZATION OF E-FILE AND E-PAYMENT:** Electronic filing and payments have increased as a result of consistent outreach and process improvements throughout Revenue. In FY21, the number of electronic payments collected increased nearly six percent and now represent 75 percent of total revenue collected, while 76 percent of returns were filed electronically.



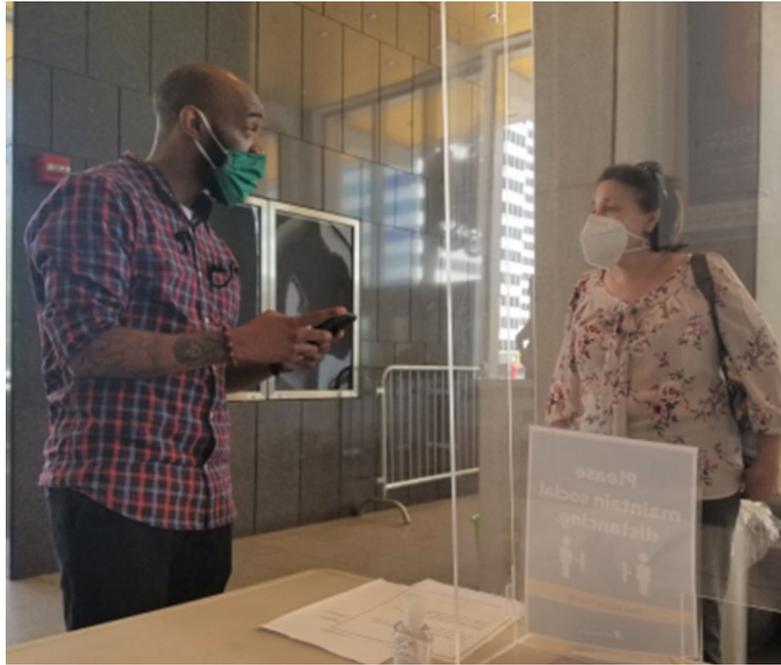
**PROVIDED CUSTOMER SERVICE TRAINING TO STAFF:** In addition to PRISM system training, Taxpayer Services staff received Customer Service Training administered by the Community College of Philadelphia. The curriculum was designed to provide staff with the tools necessary to improve service to customers, manage the challenges of implementing a new system, and support customers as they transition to the new system.



**SEAMLESSLY IMPLEMENTED A NEW REFUSE FEE POLICY:** Implemented a 100 percent exemption from the Refuse Fee for owner occupied duplexes for the 2022 period. Any 2021 exemption applicants who had received a 50 percent fee reduction previously automatically received a full exemption for the 2022 period.



**SET UP VIRTUAL INTERVIEWS TO IMPROVE TAXPAYER ACCESS:** Implemented virtual interviews for customers visiting the MSB building. The new interview process allowed the Department to keep staff and customers safe, while providing service to customers who do not have access to technology.



DEPARTMENT OF REVENUE REPRESENTATIVES USED MOBILE DEVICES TO ADD CUSTOMERS WHO WALKED- IN TO THE MUNICIPAL SERVICES BUILDING TO APPOINTMENT SYSTEM DURING THE PANDEMIC.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent of real estate tax collected within calendar year <sup>1</sup>	95.8%	96.0%	96.0%	
Total dollar amount collected (General Fund)	\$3.42B	\$3.62B	\$3.84B	
Total dollar amount projected revenues (School District)	\$1.33B	\$1.37B	\$1.41B	

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<sup>1</sup> The annual collection percentage is finalized in the November of the following calendar year.

## FY23 STRATEGIC GOALS

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- ▲ Develop and streamline processes to align with new PRISM functionality to improve internal efficiencies and the customer experience.
- ▲ Support all customers, practitioners, and staff throughout the second phase of PRISM.
- ▲ Increase e-billing adoption for all taxes and fees.
- ▲ Expand Call Center functionality to include an online “chat” communication with customers.

## FY23-27 STRATEGIC INITIATIVES

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The Department will continue to improve the customer experience and increase efficiencies by refining the new processes and services available through PRISM. Revenue will increase communication channels to provide more options for customers and make it easier for them to connect with the Department. In addition to continued efforts to increase electronic payment and tax return submissions, the Department will encourage customers to transition to e-billing, electronic refund submissions, online payment agreements, and web communications to reduce costs and increase the information available to customers through more secure connections.

## PROGRAM 6: TAXPAYER ASSISTANCE AND CREDIT

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### PROGRAM DESCRIPTION

Revenue provides tax relief to individual homeowners and business taxpayers through this program.

### RECENT ACCOMPLISHMENTS

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**CONTINUED AUTO-ENROLLMENT EFFORTS:** In FY21, Revenue automatically confirmed enrollment of 561 eligible applicants for the Homestead Exemption when they applied for other assistance programs, including Owner-Occupied Payment Agreement (OOPA), Senior Citizen Tax Freeze, and the Longtime Owner-Occupied Program (LOOP). Eligible applicants who have not previously applied for the Homestead Exemption are automatically enrolled into the program.



**USE THIRD-PARTY DATA TO ENHANCE ENFORCEMENT EFFORTS:** Using external data, the Department was able to identify about 3,000 accounts enrolled in the Senior Citizen Tax Freeze program that are potentially ineligible because the original applicant is no longer living in the property. The Department initiated a letter campaign to a pilot group of 370 accounts, to explain tangled titles and enroll the current occupants into any programs for which they are entitled. Revenue will continue to investigate the remaining accounts for removal from the program.

**“**  
*It's easy to apply for the Homestead Exemption. Any Philly homeowner that owns and lives in their house can get it! Because I'm saving \$629 every year, I have extra spending money for my kids and things for the house.*  
**”**

**Jason York**  
 Customer Collections Representative at Philadelphia Department of Revenue

  
[www.phila.gov/homestead](http://www.phila.gov/homestead)

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent of eligible homeowners receiving relief <sup>1</sup>	79.1%	80.0%	80.0%	

<sup>1</sup> Metric uses the count of enrolled homeowners divided by the Census estimate of owner-occupied homes. The four programs included are the Homestead Exemption, LOOP, Senior Freeze & the 10-Year Tax Abatement. Owners can be enrolled in either the Homestead Exemption, LOOP, or 10-year abatement. However, they can be cross-enrolled in the Senior Freeze program & the Homestead/LOOP.

## FY23 STRATEGIC GOALS

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- ▲ Continue timely processing of 10,000 applications received annually.
- ▲ Expand auto-enrollment efforts by collaborating with other departments.
- ▲ Collaborate with internal and external stakeholders to increase awareness and access to Revenue assistance programs.



### FY23-27 STRATEGIC INITIATIVES

With the implementation of Phase 2 of the Tax Center, Revenue will significantly improve the application process for assistance programs. The Department will make online applications available in English and Spanish and provide electronic payment options which include enrollment in autopay. If desired, taxpayers will be able to provide access to third-party users for support. The

Tax Center is mobile enabled, increasing accessibility for taxpayers and community stakeholders alike. The Department will provide outreach and support to taxpayers and community outreach groups to guide the transition.

## PROGRAM 7: DELINQUENT TAX COLLECTION

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### PROGRAM DESCRIPTION

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.

## RECENT ACCOMPLISHMENTS

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**MULTI-PROPERTY LAWSUITS AGAINST LANDLORDS:** Despite court closures due to the pandemic, consolidated actions have brought in over \$1.7 million, and several large cases are in process.



**CONTINUED PLACING TAX LIENS:** The placing of tax liens on properties with delinquent landlord Use and Occupancy Tax has resulted in collections of over \$4.3 million in FY21 (compared to \$1.9 million in FY20 and \$1 million in FY19).



**UTILIZED OUTSIDE COUNSEL AND COLLECTION AGENCIES TO EXPAND COLLECTION EFFORTS:** The Department added a third outside law firm to focus on collections from out-of-state taxpayers and expanded the use of collection agencies and law firms to bring unregistered businesses into compliance. These efforts collected \$5.8 million in delinquent business taxes during FY21.



**NEW PAYMENT PLANS AND TERMS:** Revenue launched new payment plans for non-owner-occupied properties, to allow for more flexible terms and encourage earlier payments. For businesses disrupted by the pandemic and Hurricane Ida, Revenue introduced its most flexible business payment plans, Business Recovery Payment Plans, for those affected by the pandemic or Hurricane Ida. Revenue also initiated automated payment withdrawals for payment plans, making it easier for taxpayers to pay monthly and reduce the number of defaulted agreements.



**NEW OFFER IN COMPROMISE PROGRAM FOR BUSINESS TAXES:** The Department launched an Offer in Compromise program for taxpayers who owe delinquent business taxes. This program provides an option for extraordinary cases where other payment plans are not viable. The program allows taxpayers to settle their delinquent business tax debt for less than the total amount owed. The Department reviews requests on a case-by-case basis.



**ONGOING SEQUESTRATION PROGRAM:** Outside co-counsel collected \$4.6 million in delinquent Real Estate Taxes during FY21.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent change in delinquent principal outstanding - Real Estate Tax <sup>1</sup>	8.0%	0.0%	0.0%	
Percent delinquent Real Estate Tax accounts in payment agreements <sup>2</sup>	24.7%	25.0%	25.0%	

<sup>1</sup>This represents real estate taxes for active periods. Active periods being defined as the last 10 years for real estate.  
<sup>2</sup>This measure consists of active periods. Active periods are defined as the last 10 years for real estate. The calculation divides the number of real estate accounts with payment agreement by the total number of delinquent real estate accounts.

## FY23 STRATEGIC GOALS

- ▲ Reduce delinquent active principal for Real Estate and Business Taxes.
- ▲ Continue to encourage voluntary compliance through early intervention outreach, flexible payment plans, and taxpayer self-service via the Department’s new tax system.



### FY23-27 STRATEGIC INITIATIVES

The Department will leverage the improved data capabilities of PRISM to identify new, more effective, and efficient strategies to collect funds for the City and School District. Revenue will continue to devise new methods to alert taxpayers quickly and clearly about their debt and what they need to do to resolve it. This ensures that debts are manageable for taxpayers to address, improves the Department’s ability to locate taxpayers, and increases the likelihood of compliance.



# STREETS

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## PROGRAMS

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**SOLID WASTE COLLECTION AND DISPOSAL  
RECYCLING PROMOTION AND PROCESSING  
SANITATION EDUCATION, ENFORCEMENT  
AND COMPLIANCE  
PAVING AND ROADWAY MAINTENANCE  
AND REPAIR  
RIGHT-OF-WAY (ROW) MANAGEMENT  
TRAFFIC ENGINEERING, MAINTENANCE  
AND MANAGEMENT  
STREET LIGHTING MAINTENANCE AND REPAIR  
ENGINEERING DESIGN AND CONSTRUCTION  
CITY STREET PLANS AND SURVEYING  
GENERAL ADMINISTRATIVE SUPPORT**



**DEPARTMENT PAGE**

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## MISSION

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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.

# BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	88,868,951	90,986,330	99,375,076	122,120,102	131,528,886	134,230,652	134,230,652	134,230,652
<b>Class 200 - Contracts/ Leases<sup>1</sup></b>	67,264,010	68,179,925	61,579,925	68,353,147	69,461,128	71,266,517	73,144,064	73,144,064
<b>Class 300/400 - Materials, Supplies, Equipment</b>	4,761,890	14,215,207	14,346,537	21,994,981	18,243,447	10,207,447	10,201,125	10,201,125
<b>Class 500 - Indemnities/ Contributions</b>	9,136,875	53,171	53,171	53,171	53,171	53,171	53,171	53,171
<b>Total</b>	170,031,726	173,434,633	175,354,709	212,521,401	219,286,632	215,757,787	217,629,012	217,629,012

<sup>1</sup> The Budget Table shown above includes the Waste Disposal budget in Class 200.

## PROGRAM 1: SOLID WASTE COLLECTION AND DISPOSAL

### PROGRAM DESCRIPTION

This program is responsible for residential and commercial solid waste collection and disposal, along with street cleaning.

### RECENT ACCOMPLISHMENTS

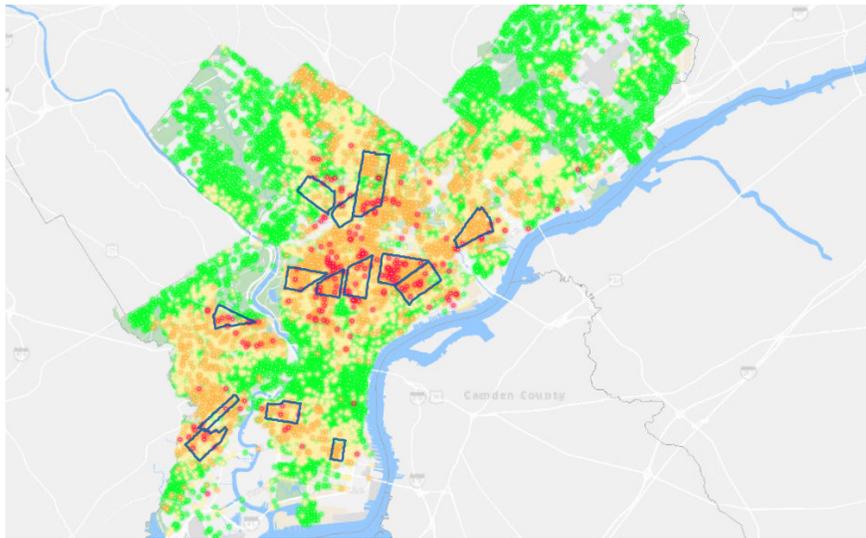


**COLLECTED AND DISPOSED OF HIGHEST TRASH VOLUME IN OVER A DECADE:** The Department collected and disposed of the highest levels of trash tonnage in over a decade. Over 740,000 tons of trash were collected during FY21, representing a 20 percent increase over pre-COVID-19 pandemic amounts, and an increase of more than 140,000 tons of trash during that time. This represents the most trash collected or disposed since 2009, when trash tonnage totaled 759,623 tons. While the drastically high trash levels significantly challenged operations, Streets was able to implement multiple measures that kept operations relatively stable most of the year. This included the hiring of more full-time collections staff, deploying non-sanitation employees for trash collections, and prioritizing trash collections over recycling to ensure collections operations continued to function.



**SUCCESSFULLY LAUNCHED INITIAL MECHANICAL STREET CLEANING EXPANSION:** Streets successfully launched the first of a three-phased expansion of the City's mechanical street cleaning program, beyond the Department's FY20, primarily Kensing-

ton-area pilot initiative. A total of six new areas were added to the program to including identified areas with poor litter index scores in North Central, South, Southwest and West Philly. More than 100 tons of trash wereas collected in 2021 due to this initial expansion.



**LITTER INDEX MAP CORRELATED WITH THE DEPARTMENT'S MECHANICAL STREET CLEANING AREAS**



**IMPROVED ENVIRONMENTAL SUSTAINABILITY OF FLEET:** The Department, in collaboration with the Department of Fleet Services, significantly improved the environmental sustainability of the compactor fleet contingent by obtaining and deploying 27 new Compressed natural gas (CNG) natural gas-powered compactors. This represents the Department's most significant move toward environmental sustainability of fleet assets to date.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
On-time collection (by 3 PM): trash <sup>1</sup>	52.5%	70%	75%	
Tons of refuse collected and disposed <sup>2</sup>	741,532	700,000	670,000	

<sup>1</sup> The COVID-19 epidemic has resulted in significantly higher levels of residential trash tonnage due to people remaining in their homes for extended periods of time thereby generating more disposed trash. In addition, the Department has experienced very high levels of sanitation staff outages, which, combined with increased trash levels and necessitated the utilization of employees on an overtime basis to collect excess trash.

<sup>2</sup> The COVID-19 epidemic resulted in significantly higher levels of residential trash tonnage during FY21 due to people remaining in their homes for extended periods of time thereby generating more disposed trash. While, Streets does not anticipate significant drop in tonnage until the pandemic is largely controlled and more residents and students either return to work at business locations or return to school rather than working/learning remotely,

## FY23 STRATEGIC GOALS

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- ▲ **FULLY ESTABLISH A SECOND COLLECTIONS SHIFTS:** The Department will fully implement a 30 crew second shift to work during late afternoon/evenings covering any leftover trash loads remaining to be collected. This action is primarily in response to the significantly higher levels of trash produced by residents remaining at home for longer periods due to the COVID-19 pandemic. A second shift can complete up to a maximum of 60 leftover loads each day, and, importantly, will eliminate overtime that would otherwise be required to address trash remaining after a regular workday. The Department projects overtime savings of at least \$2.9 million because of this effort.
- ▲ **OVERTIME REDUCTION PLAN:** Streets will carryover and improve upon overtime control efforts to significantly reduce overtime costs and not exceed FY23 budget targets. This will be enabled in large part by the implementation of a second collections shift (described above) to control for leftover trash remaining at the end of the day, allowing the Department to realistically identify overtime cost target maximums for all major sanitation programmatic activity areas and objectively hold managers accountable for overtime targets.
- ▲ **ON-TIME COLLECTIONS EFFICIENCY:** The Department will achieve a 75 percent on-time trash collection rate by continuing to improve and expand the utilization of GPS technology to enhance collections operational efficiencies and maintain on-time trash collection rate. The Department's FY22 on-time trash collections target is 70 percent, which is higher than the FY21 actual collection rate of 52.5 percent and represents a trend of improvement in operational efficiencies as the Department responds to the significantly higher levels of residential trash tonnage due to people remaining in their homes for extended periods of time thereby generating more disposed trash due to the COVID-19 pandemic.

## FY23-27 STRATEGIC INITIATIVES

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**MANAGEMENT & TECHNOLOGY IMPROVEMENTS:** The Department continues to pursue ambitious plans as part of the City's Zero Waste effort to significantly reduce litter and increase waste diversion - the process of diverting waste from landfills through recycling and source reduction activities. This includes objective, data-driven approaches to strategically address litter reduction with full-scale implementation of the Citywide litter indexing system, combined with GIS and GPS technology to assess neighborhood litter conditions and prioritize and plan effective location-specific solutions, while effectively and efficiently deploying resources to address critical needs. While the ongoing COVID-19 pandemic has significantly challenged Streets' trash collections and disposal operations with continued high levels of trash and residents continuing to remain at home, generating more trash as a result, Streets' data

and technology-oriented approach to collections operations, will allow the Department to continuously assess and effectively and efficiently respond to litter conditions, trash tonnage levels and optimal deployment of staff and equipment resources in real time. The Department will enhance and improve the monitoring and identification of areas of the city where litter conditions are worst and establish location specific solutions to address these conditions.

**MANAGE INCREASED TRASH TONNAGE:** It is anticipated that long-term structural changes to overall city businesses will result in more work-from-home arrangements beyond the COVID-19 crisis, creating marginally high levels of trash tonnage in future fiscal years. The Department is implementing various solutions to address this projected reality long term, including staffing increases in collections operations, the costs of which will be partially offset by overtime savings (previously described), emphasizing trash collections over recycling collections to ensure consistent and sufficient coverage as part of day-to-day operations and conversion of the waste transfer station from an antiquated and high-maintenance overhead crane system to a more efficient top loading structure which will significantly improve productivity and enable the processing of additional tonnage well beyond the facility's current capacity.

**CONTINUE EQUITY-BASED LITTER REDUCTION STRATEGIES:** The Department's data and objective driven approach to addressing litter reduction needs will continue to result in more attention towards litter-reduction in predominately minority areas where older, smaller and more limited housing and geographic street layouts can exacerbate litter conditions. This will ensure racial equity in addressing litter in geographic areas most in need.

**CONTINUED EXPANSION OF CITYWIDE MECHANICAL STREET CLEANING PROGRAM:** The Department's Citywide curb-to-curb mechanical street cleaning program will continue to be significantly expanded over the next several years, adding \$10.5 million each year through FY24, with the objective of performing cleaning activity on all streets throughout the city each year. This will involve scaled cleaning operations driven by actual litter conditions in city areas. While all neighborhoods and communities are projected to receive street cleaning services, primary emphasis, focus and recurrence will be based upon actual, objective litter conditions.

## **PROGRAM 2: RECYCLING PROMOTION AND PROCESSING**

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### **PROGRAM DESCRIPTION**

This program maximizes collection and processing of recyclable materials. Diverting these materials from the solid waste stream reduces solid waste tonnage. The Department also develops and coordinates education and outreach programs to bolster recycling rates.

## RECENT ACCOMPLISHMENTS



**SUCCESSFULLY MAINTAINED VITALITY OF CITY RECYCLING PROGRAM:** Throughout FY21, City recycling efforts were forcibly challenged on two competing fronts: the ongoing global recycling market's effect on decreasing recycling commodity material value and associated higher costs; and the economic impact of the recent COVID-19 pandemic making these higher recycling costs budgetarily unsustainable. Municipalities around the country responded to these issues by significantly scaling back or eliminating recycling programs. While these drastic approaches were considered, and, for a very brief time during FY21, recycling operations were temporarily suspended, the Department successfully maintained the City's recycling program in FY22 by dedicating increasingly more resources towards recycling operations as the year progressed.



**RECYCLING RATE STABILITY:** The Department, in response to significant cost challenges from the recycling commodities market and impact of the COVID-19 pandemic on recycling contamination levels, successfully negotiated and obtained structural changes to waste management and recycling contracts that directly resulted in significantly lower recycling processing rates. This, combined with an unexpected rebound to the recycling commodities market and the increased marketability in recycling products, significantly decreased projected FY22 recycling costs, allowing the Department to save a projected \$4 million in recycling processing costs.



**CURBSIDE RECYCLING PARTNERSHIP PILOT:** Streets successfully completed a pilot in collaboration with a non-profit organization advocating innovative recycling strategies, Curbside Partnership, which demonstrated the value of varied and tailored educational and communication programs in city neighborhoods. Pilot results are being incorporated into the Department's long-term recycling educational and communication programs going forward.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	FY21 ACTUAL	FY22 TARGET	FY23 TARGET	MAYORAL PRIORITY
Recycling rate <sup>1</sup>	7.5%	10%	12%	
On-time collection (by 3 PM): recycling	81.5%	75%	85%	
Tons of recycling collected and disposed <sup>2</sup>	54,049	80,000	85,000	

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<sup>1</sup>The COVID-19 epidemic resulted in significantly higher levels of residential trash tonnage during FY21 due to people remaining in their homes for extended periods of time thereby generating more disposed trash. The excess tonnage required significant operational changes that essentially required recycling materials being mixed with the regular trash stream in order to attempt to keep up with area collections schedules. This resulted in a significant reduction in the amount of recycling materials processed, thereby decreasing the recycling rate.

<sup>2</sup>The COVID-19 epidemic resulted in significantly higher levels of residential trash tonnage due to people remaining in their homes for extended periods of time thereby generating more disposed trash. This, combined with significant staff absenteeism, required significant operational changes, particularly in July and August, where recycling materials were mixed with the regular trash stream in order to attempt to keep up with area collections schedules. This decreased overall planned recycling tonnage levels early in the fiscal year. Recycling tonnage has been increasing since then, but not at the levels expected. While continued increases are projected, it is likely not going to be enough to meet overall planned fiscal year target levels.

## FY23 STRATEGIC GOALS

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- ▲ The Department will achieve an 85 percent on-time recycling materials collection rate by continuing to improve and expand the utilization of GPS technology to enhance collections operational efficiencies and maintain higher on-time collection rate.
- ▲ Streets plans to increase the recycling rate average from 10 percent to 12 percent. This will be accomplished long-term and continued educational and communication efforts in targeted areas of the city to improve residents’ recycling behavior.

## FY23-27 STRATEGIC INITIATIVES

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**EDUCATION PROGRAM TO REDUCE CONTAMINATION RATES:** The Department is expanding and resourcing long-term and strategic educational efforts targeted in neighborhoods and communities where recycling activity is low and/or bin contamination rates (trash mixed with recyclable commodities) is the worst. Educational and communication approaches will be tailored based on what works best in the various targeted areas. This varied and tailored educational approach concept is based on a study which assessed the effectiveness of various approaches in several community areas. Various approaches will be employed with the objective to significantly change residents’ behavior to both increase the amount of recycling material disposed, while also greatly curtailing the amount of non-recycling material erroneously mixed in recycling bin set outs.

**ORGANICS RECYCLING STRATEGY:** The Department continues to aggressively explore citywide organic material collection. While remaining a long-term goal, an organics diversion and composting program promises to vastly expand the City’s diversion rate despite residents’ recycling behaviors and overall recycling conditions over traditional City recycling. It is anticipated that implementing a viable and cost-effective, organics diversion and composting initiative will, alone, more than double the City’s recycling and diversion rates within a relatively

short period of time. This is clearly represented by a spike in the Department’s overall diversion rate during the fall directly because of fall leaf collections, a program which will also be expanded to include more leaf collection areas going forward.

**CONTINUED ENHANCEMENT OF GRANT-FUNDING OPPORTUNITIES:** Overall state recycling grant funding is decreasing and projected to continue to decrease over the next several years. The Department is aggressively pursuing additional grant opportunities, from various non-profit sources, to support recycling initiatives. This is a necessary and critical effort and represents an increasingly significant concern as government-based grant opportunities decline.

## PROGRAM 3: SANITATION EDUCATION, ENFORCEMENT AND COMPLIANCE

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### PROGRAM DESCRIPTION

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.

### RECENT ACCOMPLISHMENTS

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**SUSTAINABILITY & STREET CLEANING COMPLIANCE EDUCATION:** Streets heavily deployed sanitation enforcement officers throughout new street cleaning program areas to monitor and educate residents on compliance with street cleaning program requirements and proper sustainability behaviors with the objective of inculcating behaviors to keep targeted areas litter free. Educational efforts included instructing residents to move parked vehicles prior to scheduled street cleaning operations and, to on limiting trash and recycling set outs to scheduled times just before scheduled collections.



**ILLEGAL DUMPING CAMERA SURVEILLANCE:** The Department continues its partnership with the Office of Innovation and Technology (OIT) and the Philadelphia Police Department installing illegal dumping surveillance cameras in targeted areas known for illegal dumping activity. Streets anticipates the installation of another 100 new cameras by the end of this fiscal year.



**ENFORCEMENT TECHNOLOGY:** The Department successfully deployed and implemented smart mobile, hand-held devices to all sanitation enforcement officers this fiscal year enabling them to more effectively and efficiently capture, verify and document non-compliant litter conditions in assigned areas and to compile objective data and information to be used in assessing overall enforcement efforts and neighborhood conditions throughout the city.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of citations issued	131,280	81,000	81,000	
Number of contacts and warnings	49,078	76,500	76,500	

## FY23 STRATEGIC GOALS

- ▲ Decrease illegal dumping trash tonnage by 10 percent in targeted high-litter areas due to focused enforcement efforts.
- ▲ The Department plans to increase sanitation enforcement staff by about 25 percent, the costs of which are budgeted and will be made possible in FY23 by projected significant decreases in Sanitation overtime costs going forward.

## FY23-27 STRATEGIC INITIATIVES

Streets plans to more strategically focus sanitation enforcement efforts on the identification, monitoring and prevention of illegal trash dumping activity. The Department will monitor and identify illegal dumping hot spots and implement tailored strategies for each of these locations. Approaches to be utilized include deployment of enforcement officers in targeted areas during evening hours, improved use of technology to centrally monitor the camera surveillance network, more effective strategic installation of surveillance cameras in illegal dumping areas and augmenting the enforcement capability of sanitation enforcement officers to authorize significant monetary fines, as well as civil penalties for illegal dumping violators.

Streets continues to coordinate efforts with law enforcement and technology partners to create a vast Citywide network of illegal trash dump surveillance cameras in strategically targeted areas of the city known for such activity. This includes aggressively pursuing grant opportunities for new and technologically improved cameras with the long-term objective of network enforcement in all high-volume illegal dumping areas citywide.

The Department will continue to utilize smarter, more efficient, and technology-oriented

solutions to curtail litter conditions and improve livability citywide. This will include continued use of smart mobile, hand-held device technology to capture litter field data and a more objective, data-oriented approach to strategic litter reduction and enforcement efforts.

## **PROGRAM 4: PAVING AND ROADWAY MAINTENANCE AND REPAIR**

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### **PROGRAM DESCRIPTION**

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.

### **RECENT ACCOMPLISHMENTS**

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**RESURFACING PROGRESS:** The Department resurfacing target for FY22 is 52 miles and is on track to complete this by the end of the fiscal year, with approximately 21 miles already completed prior to the Spring paving season. The progress being made this fiscal year is encouraging given changes to resurfacing operations and during that dedicated additional resources going towards ADA ramp construction work.



**SUCCESSFUL SNOW EVENT TECHNOLOGY IMPLEMENTATION:** Streets successfully responded to seven winter events with an overall total accumulation of about 30 inches, four events of which were relatively significant with more than three inches of snow. For the first time, the Department was able to make significant use of the GPS tracking systems and surveillance cameras to track operations in real time and quickly assess conditions for maximum deployment of snow equipment, staff, and resources. Snow and ice removal operations were, as a result, completed in a more timely and efficient manner and all streets and roadways were generally deemed passable earlier than prior years.



**BIKE LANE INSTALLATIONS:** Streets remains committed towards Vision Zero objectives in expanding the citywide bike lane network providing more accessible and sustainable transportation alternatives for Philadelphia residents and visitors. Two notable examples of new protected bike lanes installed are Parkside Avenue, between 40th Street and Bryn Mawr Avenue, and along 2nd Street, between Spring Garden and Race Streets.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percentage of time potholes are repaired within three days	90.8%	90%	90%	
Pothole response time (days)	1.8	3.0	3.0	
Miles resurfaced	42	52	60	

## FY23 STRATEGIC GOALS

- ▲ Resurface a minimum of 60 miles of city streets and roadways during FY23.
- ▲ Construct and/or restore a minimum of 1,500 ADA ramps intersecting with City roadway resurfacing work.

## FY23-27 STRATEGIC INITIATIVES

**NEW ROADWAY RESURFACING STRATEGIES:** The City’s recent infusion of over \$100 million for roadway resurfacing has provided an opportunity for Streets to maximize roadway resurfacing operations to reach incrementally higher local street and roadway paving miles annually going forward. 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 legal requirements required the allocation of significant resurfacing funds towards ADA ramp construction for all intersection curb ramps adjacent to roadway resurfacing. The new infusion of funds however allows Streets to complete significant roadway resurfacing in the short term, while vigorously exploring new, less expensive and more durable roadway resurfacing strategies and techniques to maintain surface quality and extend the life cycle of the street network as much as possible.

**IN-HOUSE ADA RAMP CONSTRUCTION CREW:** Streets plans to establish a new, fully staffed ADA in-house construction and restoration crew responsible for completing non-complex curb-ramp restorations throughout the city. Currently, ADA ramp construction and restoration is exclusively performed by contractors at an average per-ramp corner cost of \$15,000. The recent significant increase in ADA ramp construction work by the Department precipitated by litigation

is anticipated to require potentially 75 percent of overall resurfacing funds being dedicated exclusively towards ADA curb-ramp work. Implementing a City-staffed ADA ramp construction and restoration operation will mitigate costs for non-complex ramp work.

**EQUITY-BASED ROADWAY REPAIR STRATEGY:** The Department continues its emphasis on an objective, data-oriented approach towards strategically addressing roadway conditions throughout the City. New GIS and GPS technology and systems are being used along with objective assessment tools to rate and monitor the quality and condition of streets and roadways. These will be used as a basis in determining where planned resurfacing and comprehensive repair work is to be performed, thereby focusing work in those areas most in need.

## **PROGRAM 5: RIGHT-OF-WAY (ROW) MANAGEMENT**

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### **PROGRAM DESCRIPTION**

This program ensures the safe movement 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.

### **RECENT ACCOMPLISHMENTS**

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**ON-LINE PERMITTING:** The Department successfully transitioned to exclusively online permitting via the [PermitPHL](#) system for all right-of-way (ROW) permits issued for construction projects, special events, block parties, detours, resurfacing, streeteries and other right-of-way encroachments, thereby ensuring much more timely and efficient processing of all ROW permitting activities.



**OPEN-STREET DINING (“STREETERIES”):** Streets continues to be instrumental in supporting the overall economic vitality of city restaurants, eateries, and taverns in the midst of the COVID-19 pandemic by processing and approving outdoor dining permits for food and beverage-providing structures (“streeteries”) built on the public right-of-way and collaborating with businesses to ensure they comply with associated enforcement standards. There are 834 business establishments throughout the city that have permit approvals for non-traditional outdoor dining (“streeteries”) permits as of December 31, 2021. Prior to the COVID-19 pandemic “streeteries” did not exist in Philadelphia.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Percent of Right-of-Way (ROW) plan designs completed on-time	84%	80%	80%	
Number of Right-of-Way (ROW) inspections	24,163	24,000	24,000	

## FY23 STRATEGIC GOALS

- ▲ Maintain an annual average of 80 percent of right-of-way plan design reviews during FY22.
- ▲ Complete a total of 24,000 Right-of-way inspections in FY23.

## FY23-27 STRATEGIC INITIATIVES

**ENHANCED ENFORCEMENT CAPABILITY:** The Department continues to focus on the City’s Vision Zero strategy, dedicated towards eliminating all traffic fatalities by 2030, and long-term CONNECT transportation plan goals for the safe and efficient movement of traffic, particularly for pedestrians and bicyclists, when roads and sidewalks are closed or obstructed because of these activities. Significant to this effort, Streets is working with the City’s Law Department and Department of Licenses and Inspections in obtaining authorization to deny permits for construction work negatively impacting the public right-of-way beyond simple encroachments, including construction substantially affecting the safe and efficient egress of multi-modal traffic. The Department also plans to utilize smart technology mobile devices to allow inspectors to efficiently identify, inspect, and follow-up on street closures and encroachments and to issue violation notices to curtail illegal and potentially dangerous right-of-way concerns. This will enable inspectors to perform significantly more right-way inspections, more accurately, and with more enforcement capability.

**PLAN DESIGN IMPROVEMENTS:** Streets continues to transition towards online review and processing of right-of-way design plan activity with the full-scale integration of this process to the City’s eCLIPSE System. This will improve the overall coordination and processing of public right-of-way design and construction throughout the city and significantly improve plan review processing time.

## PROGRAM 6: TRAFFIC ENGINEERING, MAINTENANCE AND MANAGEMENT

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### PROGRAM DESCRIPTION

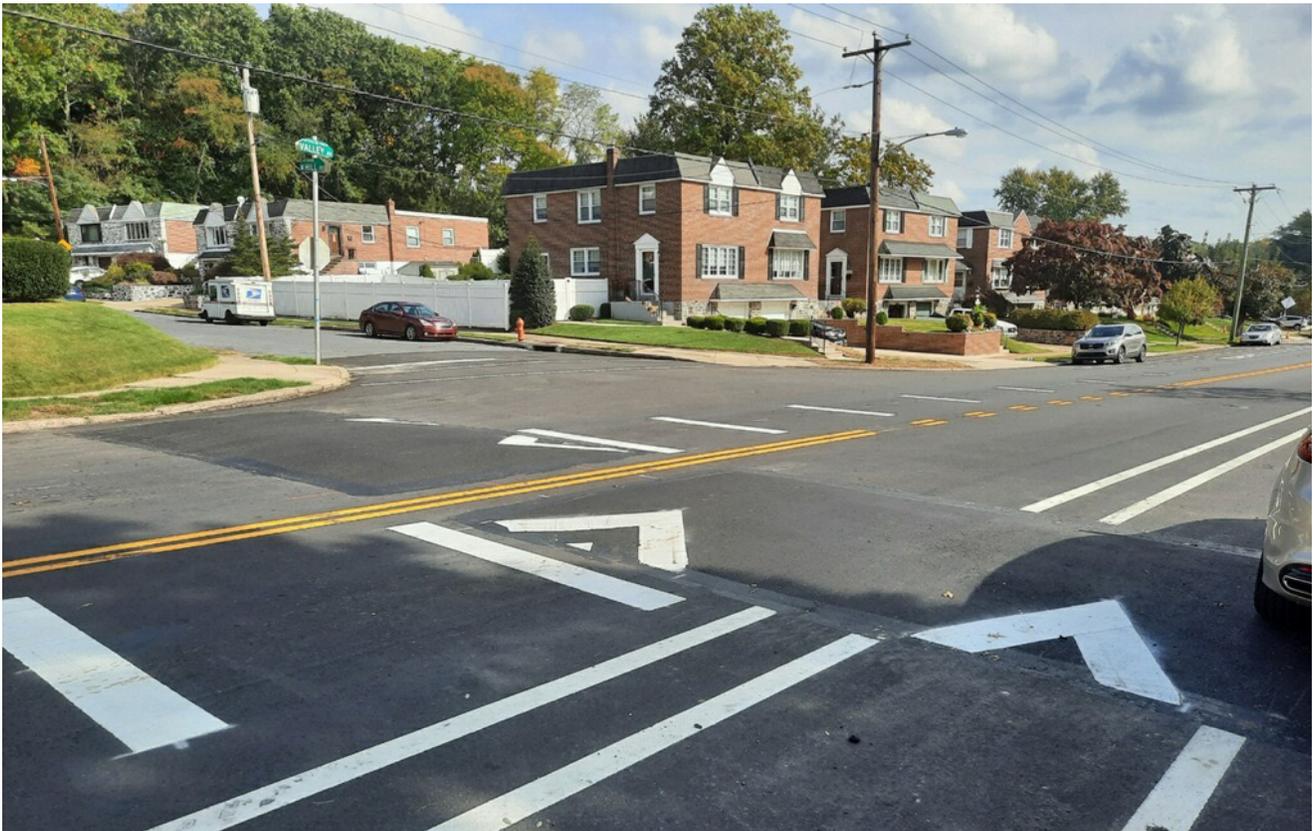
This program identifies problematic intersections and develops solutions to ensure traffic safety and efficiency in these areas. This program also oversees the installation and operation of traffic control devices and signage.

### RECENT ACCOMPLISHMENTS

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**COBBS CREEK PARKWAY PILOT:** A highly impactful and very successful traffic calming pilot initiative in collaboration with PennDot along Cobbs Creek Parkway below Walnut Street to Catherine Street drastically reduced average traffic speed from 60 to 20 miles per hour along the traffic corridor. A very promising and innovative new traffic “speed slot” solution (elongated speed cushion), combined with center lane delineators to prevent passing and high friction roadway surfaces, appears to be extremely effective for consideration in other high-speed traffic areas.



INSTALLED SPEED CUSHION



**TRAFFIC CALMING INSTALLATIONS:** Streets installed over 530 new countdown pedestrian signals in high-volume crash corridors and 180 rubber speed cushions as part of the Department’s comprehensive traffic calming efforts.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Average days to repair traffic light	1.0	1.00	1.00	
Average days to repair traffic sign: A-level work order <sup>1</sup>	7.00	10.00	10.00	
Average days to repair traffic sign: B-level work order <sup>2</sup>	12.00	20.00	20.00	
Average days to repair traffic sign: C-level work order <sup>3</sup>	35.00	35.00	35.00	

<sup>1</sup> A= High Priority Traffic Safety Hazard.

<sup>2</sup> B=Traffic Control/Enforcement Importance (not safety hazard).

<sup>3</sup> C= All Other Traffic Sign Repairs. Note: Street Signs are not included in the above and have a D priority designation.

## FY23 STRATEGIC GOALS

- ▲ The City’s School Crossing Guard Program will be transitioned to the Streets Department effective July 1, 2022. This includes overall funding and budget, material, supply and equipment resources, management and supervisory staff, administrative support staff and all existing approximately 690 crossing guard employees. Such a transition allows the Police Department to better focus on their core law enforcement responsibilities, while leveraging the Streets Department’s resource strengths pertaining to traffic and intersection analysis, mass hiring of large new employee groups, and training and development capacity.
- ▲ Increase the number of signalized intersections connected to the Traffic Operations Center (TOC) by 2 percent to an overall total of 42 percent during FY23 to allow for remote signal changes to respond to changing traffic patterns.
- ▲ Implement traffic safety measures that reduce traffic fatalities by 5 percent during FY23.

## FY23-27 STRATEGIC INITIATIVES

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**VISION ZERO INITIATIVES:** Streets will continue to focus on Vision Zero strategic objectives, as outlined within the City’s Transportation, “[CONNECT](#)”, Plan, to establish and operationalize efforts targeted to greatly improve traffic safety, including significant infrastructure improvements to the city’s street network. Primary attention will be given to the city’s high injury street network, representing 12 percent of the city’s total street corridors that are responsible for 50 percent of all traffic deaths and severe injuries. Concept design solutions will continue to be incorporated in identified high-injury streets, including bump-outs, speed cushions, modern-day roundabouts, pedestrian countdown traffic signals, protected bike lanes and pedestrian trails, safe crosswalks, new medians, as well as other traffic safety improvements. All traffic safety solutions will be driven by the objective assessment of accident and traffic data and applicable, as well as practical, concept considerations.

**SCHOOL CROSSING GUARD PROGRAM IMPLEMENTATION:** Fully transitioning the School Crossing Guard Program from Police to Streets and improving such a large and specialized program long-term is extremely ambitious and will require a very well planned out and executed strategy. The Department will leverage resource strengths pertaining to traffic and intersection analysis, mass hiring of large new employee groups and training and development capacity to improve the effectiveness of crossing guard operations going forward. Importantly, this includes an overall framework for management and administration to direct, support and maintain the program. Streets intends to have all program components fully transitioned into the Department by early FY23, and, thereafter, to enhance and expand the program to ensure a particular focus on the most critical intersections of the city and to maintain overall citywide and consistent coverage throughout all intersections.

**EQUITY-BASED TRAFFIC SAFETY STRATEGY:** The Department will continue to implement traffic calming and safety initiatives based on objective traffic data identifying multi-module high-accident areas, often occurring in highly congested, smaller and more impoverished minority neighborhood areas, many areas of which correspond to the City’s High-Injury Network.

## PROGRAM 7: STREET LIGHTING MAINTENANCE AND REPAIR

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### PROGRAM DESCRIPTION

This program is responsible for Philadelphia’s 106,000 streetlights. Contractors respond to service complaints, inspect lights that are not working, and replace lamps and photo-controls. PECO powers all streetlights and repairs utility lines. City workers repair downed streetlight poles and broken luminaries and replace obsolete equipment.

## RECENT ACCOMPLISHMENTS



**LED LIGHTING CONVERSIONS:** Streets successfully installed over 1,250 new LED lighting installations during FY21, many of which represented specific community-based projects either for greater visibility in high crime areas or to expand and enhance visibility in critical traffic corridors. This included 40 LED wall-pack installations under Interstate-95 in South Philadelphia, along Oregon, Shunk, Ritner, Wolf, Jackson, Snyder, McKean and Mifflin Streets; 26 new foundations and poles with LED lights on Martin Luther King Boulevard circuit and 20 LED installations along Luzerne and Rising Sun Avenues.



**DISTRIBUTED ANTENNAE SYSTEM (DAS) EXPANSION:** The Department's management and regulation of distributed antenna systems (DAS) installation and placement on City-owned pole assets continues to grow, increasing DAS, 5G small-cell installations citywide to include over 3,100 new installations during FY21 and over \$2.2 million in associated revenue fees. DAS systems provide for a network for 5G wireless service within a geographic area.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Average time to repair a street light pole knockdown (days)	81	40	40	
Average time to repair a street light foundation (days)	347	50	50	
Average response time for major street lighting repairs	40	50	50	
Streetlights converted to LED lighting	1,021	2,000	2,000	

## FY23 STRATEGIC GOALS

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- ▲ The Department will continue leveraging available state and local grants where possible to expand opportunities to install additional LED street lighting beyond the traditional installation upgrades.
- ▲ The highly anticipated implementation of a performance contract with an energy service company will vastly expand the number of LED lighting conversions from 167 to 1,300 per month beginning the effective start of contracted conversion work in FY23.

## FY23-27 STRATEGIC INITIATIVES

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**LED CONVERSION PERFORMANCE CONTRACT:** Streets continues to implement the citywide conversion of streetlights to more energy-efficient and more effective LED lighting systems to maximize light output and coverage while reducing energy consumption. The Department, in collaboration with the City's Office of Sustainability (OOS) and Philadelphia Energy Authority (PEA), will implement an ambitious plan to modernize and convert the entire citywide street lighting system to more energy-efficient and effective LED lights within a few years through a highly anticipated and innovative performance contract with an energy service company (ESCO). Reduced costs from energy savings shared between the ESCO and City are expected to be significant as lighting maintenance contract activities would no longer be necessary. Over 100,000 streetlights are expected to be converted to LED lighting over 3 years.

**DISTRICT-BASED MAINTENANCE CREWS:** Expected and significant cost savings accrued from implementation of the ESCO performance contract for citywide LED conversions can be redirected towards the Department's critical staffing needs in the Street Lighting program. It provides an excellent opportunity to establish a district-based staffing contingent of new employees assigned to focus on specific geographic areas of the city, thereby ensuring sufficient coverage for street alley light maintenance and repair as well as high-priority street lighting service.

**EQUITY-BASED LED LIGHTING STRATEGY:** Expanded LED lighting efforts are targeted in troubled, high-crime areas to provide greater visibility relative to their incandescent counterparts, an increased sense of safety, and better conditions for residents, pedestrian, and vehicular traffic. Streets will continue to strategically work with the Managing Director's Office of Public Safety to objectively and equitably identify and plan on LED installation opportunities for those areas most in need of increased visibility to deter crime.

## PROGRAM 8: ENGINEERING DESIGN AND CONSTRUCTION

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### PROGRAM DESCRIPTION

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.

### RECENT ACCOMPLISHMENTS

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**CAPITAL PROJECT MANAGEMENT:** Managing a total of 70 Capital Program and grant-funded transportation projects in FY22, either in the design or construction phases, representing a total project value of more than \$250 million.



**COMPLETED PROJECTS:** Many notable transportation projects were completed this this year including the multi-faceted Lincoln Drive project which incorporated resurfacing, traffic calming features, and new retaining wall and ground stormwater infrastructure between Wayne and Ridge Avenues; rehabilitation of the previously structurally deficient Fifteenth Street Bridge, near Callowhill Street and adjacent to the newly anticipated Police Headquarters building; a wide variety of traffic-safety specific improvement projects in Kensington, as well as areas of North, West and South Philadelphia, which included a roundabout, raised pedestrian intersections, new traffic medians, bump-outs and other traffic calming features; and a massive, multi-corridor resurfacing and ADA ramp reconstruction project in Chestnut Hill that, in part, merited the 2021 Chestnut Hill Conservancy Preservation Recognition Award, for an innovative retaining wall feature that fully preserved and enhanced scenic landscaping in the neighborhood.



TRAFFIC CALMING PROJECT ON AMERICAN STREET



**BEFORE AND AFTER PHOTOS OF THE FRANKFORD/TRENTON/YORK ROUNDABOUT PROJECT**



**15TH STREET BRIDGE REHAB**

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of ongoing construction projects	25	25	25	
Number of ongoing designs	44	40	44	

### FY23 STRATEGIC GOALS

- ▲ Increase percentage of completed design projects relative to ongoing design projects by 3 percent.
- ▲ Increase percentage of completed construction projects relative to ongoing construction projects by 3 percent.

### FY23-27 STRATEGIC INITIATIVES

**VISION ZERO-BASED CAPITAL PROGRAM:** The Streets Department continues to maintain a highly effective and successful capital program, coordinating and performing review and approval for multiple, and an increasing numbers of innovative projects within project deadlines and coordinating and performing review and approval for multiple and various private development and various roadways, bridges, signal and streetscape projects. The Department’s Capital Program work is strategically aligned with the City’s Vision Zero and CONNECT transportation plan initiatives. Streets is 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. In addition, Streets is significantly increasing bridge inspections and ratings to identify the most structurally deficient structures and initiate rehabilitation or construction efforts before they are closed for emergency repairs at extremely high costs to the City.

**FEDERALLY FUNDED INFRASTRUCTURE IMPROVEMENTS:** The recent federal Infrastructure Investment and Jobs Act (IIJA) is expected to infuse up to \$570 million in transportation-related public works project funds to the Streets Department over five years for much needed roadway,

bridge and traffic infrastructure reconstruction and upgrades. The scope and level of such funding represents a tremendous opportunity to stabilize and extend the life of transportation infrastructure assets across the city. It will also however greatly increase the volume of projects that will need to be managed to completion, necessitating a new and strategic approach towards assuming such a massive augmentation. The Department is therefore planning to upscale staff and consultant capacity which will include a combination of newly hired staff, additional consultant support and development of current employees. These increased efforts and new staff are anticipated to yield a significant return on investment (ROI) from the newly infused funding.

**EQUITY-BASED CAPITAL PROGRAM STRATEGY:** The Department continues to work closely with the Office of Transportation, Infrastructure and Sustainability (OTIS) to streamline an objective, data-driven capital project prioritization process that aligns with long-term transportation goals and objectively informs the prioritization of projects with funding opportunities. This will effectively provide for the establishment of a long-term transportation project plan and a process that focuses on the most critical projects going forward, often located in more disadvantaged, minority-populated areas.

**ENTERPRISE PROJECT MANAGEMENT SYSTEM:** The Department anticipates implementation of a new, enterprise project management system over the course of the five year plan. This system will align project management, coordination of public works grants, and grant-funded deadlines, and reimbursements, to more expeditiously and efficiently complete projects and maximize the available grant funding stream for projects.

## PROGRAM 9: CITY STREET PLANS AND SURVEYING

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### PROGRAM DESCRIPTION

This program studies and revises the City's general street system plans while also maintaining maps of land use, the general overall layout of city streets, and street names. This program also maintains street and surveying plans, which are available upon public request.

### RECENT ACCOMPLISHMENTS

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**PHILADELPHIA/MONTGOMERY COUNTY BOUNDARY DISPUTE:** Streets Surveys Bureau effectively resolved a boundary dispute between Philadelphia and Montgomery counties over responsibility for a culvert area crossing a creek and associated responsibility for correcting drainage issues. Surveying efforts definitively concluded this ongoing issue to the satisfaction of both parties.



**ECONOMIC DEVELOPMENT SURVEYING:** Streets completed a high volume of property line and grade surveying as part of major, high-priority economic development projects in the city, including survey benchmarking work for a massive new Children’s Hospital of Philadelphia building development project, property line work for a large ten-to-fifteen story facility on Chestnut Street in West Philadelphia between 30th and 31st Streets and line and grade surveying work in multiple locations for anticipated new Amazon warehousing sites.



**REBUILD SURVEY SUPPORT:** The Department continues to successfully assist the City’s Rebuild Program by providing horizontal and vertical control right-of way lines to help stake property lines of recreation centers and public parks.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Average days survey district response time	31	35	35	
Total cost of survey services provided to others	\$2,831,486	\$2,000,000	\$2,200,000	

## FY23 STRATEGIC GOALS

- ▲ Reestablish a minimum of 50 survey benchmark monuments throughout the City during FY23. Survey benchmark monuments serve as essential marked reference points used when assessing and determining the precise location land divisions within the city. Many of these have been destroyed over the years due to roadway and ramp construction work.



## FY23-27 STRATEGIC INITIATIVES

### **ADA CURB-RAMP SURVEY REFERENCING:**

Legal requirements mandating the City to significantly increase construction of ADA curb ramps for all intersection curb areas adjacent to resurfacing work has drastically increased efforts towards reconstruction of new ADA curb ramps throughout the city. Many ramps however serve as survey referencing points which are essential in performing precise line and grade survey benchmarking in various locations. Streets survey crews are collaborating closely with ADA reconstruction efforts to ensure the integrity of all existing survey referencing points are maintained as reconstruction work is performed.

**I-95 PROJECT SURVEY SUPPORT:** Streets will continue to work closely with PennDOT to survey and redefine property boundaries impacted by the Philadelphia Interstate (I-95) project and redevelopment along the corridor. This includes surveys to capture

hundreds of right-of-way changes initiated by PennDOT and extensive updates to the City Plan, depicting the layout of the entire city street system, to properly reflect redirected and geographically modified state and local streets and roadways.

### **DEVELOPMENT OF STATE-LICENSED**

**SURVEYORS:** The Department continues a long-term strategy to actively address a shortage of licensed surveyors in the metropolitan Philadelphia area threatening to impact the viability of the Department's professional surveying operations going forward. A comprehensive ten-year, in-house training and development program has been implemented that effectively incentivizes and trains entry-level technical staff to become state-licensed surveyors and expand the candidate population to sufficiently fill skilled and leadership surveying positions.

## PROGRAM 9: GENERAL ADMINISTRATIVE SUPPORT

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### PROGRAM DESCRIPTION

This program is responsible for agency-wide management, including finance, human resources, occupational health and safety, and planning and analysis.

### RECENT ACCOMPLISHMENTS

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**REESTABLISHED FUTURE TRACK PROGRAM:** Streets effectively re-established the highly successful Future Track Workforce Development program during FY22. Future Track provides on-the-job work experience and classroom training primarily to young adults in disadvantaged areas of the city who are not enrolled in higher education and are under or unemployed to learn and obtain work ready skills necessary to transition to full time employment. The program was eliminated as part of the City's COVID-19 budget reductions the previous fiscal year, but the Department leveraged the opportunity of available funds to bring back the program in support of street cleaning operations. This represented a cost-effective approach towards the street cleaning program, while, at the same time, reviving an historical workforce development program.



**SUCCESSION PLAN IMPLEMENTATION:** Successfully initiated several new comprehensive succession plans for senior management and critical jobs, including Sanitation Operations Chief, Chief Engineer and Surveyor and for several key non-management jobs, the objective of which is to ensure employees promoted into these positions have the necessary competencies to successfully perform the job.



**HIGH-VOLUME LABORER HIRING:** Streets effectively implemented on-going high-volume hiring of Sanitation Laborers as it became apparent that the COVID-19 panepidemic would continue to precipitate higher levels of trash tonnage long-term. Over 300 new hires have been processed in the last year alone.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of operating invoices processed	5,361	5,500	5,500	
Average days to process operating invoices	3.3	3.0	3.0	

## FY23 STRATEGIC GOALS

- ▲ The Department will build upon the re-establishment of the Future Track Program to further augment a structured work experience for low-income young adults to help them obtain job skills, learn positive work attitudes, and develop professional work habits with the objective of transitioning a minimum of five employees to City civil service employment.
- ▲ Successfully hire a minimum of five new entry-level engineers through the Department’s Intern-to-Hire program.

## FY23-27 STRATEGIC INITIATIVES

**DIVERSITY, EQUITY AND INCLUSION PROGRAM:** Streets plans to implement a comprehensive initiative fostering and supporting organizational diversity, equity and inclusion (DEI) throughout all facets of the organization. This will incorporate several coordinated approaches targeted towards establishment and maintenance of a diverse and inclusive culture that fosters respect, dignity and professional growth for employees. Plans include surveying and interviewing staff to obtain information and feedback on the workplace environment, followed by the effective integration of communication, recruitment and hiring, training and development, succession planning and workforce development efforts to achieve DEI objectives.

**STRATEGIC IT TECHNOLOGY IMPROVEMENTS:** Streets will continue to partner with the Office of Innovation and Technology (OIT) to take a focused, data-driven approach to strategically planning, managing and implementing work activities and operations, properly aligning these

with overall departmental goals and objectives. New technology and data metrics will be further explored and developed and aligned with operational performance measures to evaluate and manage operations and to proactively identify and implement improvements and resource allocation. In addition, this approach will further enhance efforts to objectively evaluate work and ensure it is primarily focused in an equitable fashion on those areas and services most in need. It is expected that this process will yield significant performance improvements and ensure ongoing alignment with overall Department strategy and goals.

**SUCCESSION PLANNING:** The Department will continue to improve and develop a succession planning program to address future workforce planning needs in a systematic and structured fashion. The increasing retirement of experienced employees, particularly those in key leadership or essential positions, has resulted in a significant institutional knowledge and experience gap in Streets' workforce. It is essential that a new and comprehensive approach is implemented to ensure newer employees promoted into key positions have the necessary competencies to successfully perform the job. The Department is also exploring a partnership with the Office of Human Resources (OHR) to integrate succession planning for key positions with the civil service assessment and selection process to ensure alignment between succession development and selection of the best candidates for critical jobs.



# SUSTAINABILITY

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## PROGRAMS

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- GREENWORKS
- ENERGY OFFICE
- CLIMATE RESILIENCE



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/  
OFFICE-OF-SUSTAINABILITY/](https://phila.gov/departments/office-of-sustainability/)

## MISSION

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The Office of Sustainability (OOS) works with partners around the city to improve quality of life in all Philadelphia neighborhoods, reduce the city’s carbon emissions, and prepare Philadelphia for a hotter and wetter future.

Philadelphia received an “A” rating by CDP, a global platform that measures and ranks climate action, placing us as a leader among international cities

## BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	484,422	722,621	822,993	870,116	870,116	870,116	870,116	870,116
<b>Class 200 - Contracts/ Leases</b>	422,478	675,966	538,966	271,366	271,366	271,366	221,366	221,366
<b>Class 300/400 - Materials, Supplies, Equipment</b>	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000
<b>Class 800 - Payments to Other Funds</b>	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
<b>Total</b>	1,081,900	1,574,587	1,537,959	1,317,482	1,317,482	1,317,482	1,267,482	1,267,482

## PROGRAM 1: GREENWORKS

### PROGRAM DESCRIPTION

[Greenworks](#) is the City's comprehensive sustainability plan, and staff implemented Greenworks policies, programs and projects in areas such as climate change, natural resources, air quality, waste management, food access, transportation, and green jobs.

### RECENT ACCOMPLISHMENTS



**BLOOMBERG AMERICAN CITIES CLIMATE CHALLENGE:** Completed major Bloomberg American Cities Climate Challenge workplan items, including releasing the [Philadelphia Gas Works Business Diversification Study](#) and the [Municipal Clean Fleet Plan](#), as well as preparing compliance materials and educational programs in advance of the first reporting period for the Building Energy Performance Program.



**UPLIFT FOOD POLICY:** Continued to make food a City strategic initiative by finalizing the Food Policy Advisory Council (FPAC) strategic planning process aimed at uprooting racism and centering equity in FPAC's operations, convening a City Food Staff Working Group and Leadership Table, supporting the urban agriculture master planning process, and producing [FPAC's FY23 Food Policy Recommendations](#).



**ZERO WASTE:** Incorporated zero waste work into climate plans by leading on plastic bag ban implementation and education, launching a Food Waste Business Challenge for over a dozen local businesses, supporting new guidelines for reusable to-go containers, and hosting a waste workshop with over fifty stakeholders to help assess progress and set new zero waste priorities



**EQUITY ACTION PLAN:** Began implementation of office’s Equity Action Plan, including improving hiring, onboarding and retention policies, finalizing the office’s [Theory of Change](#), updating office priorities and the organizational chart and aligning workplans and salaries accordingly, and joining the Office of Diversity, Equity and Inclusions’ second racial equity departmental cohort.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of people who engaged with OOS during the reporting period <sup>1</sup>	N/A	Set baseline	36,000	
Percentage of total buildings in compliance with energy and <a href="#">benchmarking</a> law	88.0%	88.0%	88.0%	
Number of people who engaged with Food Policy Advisory Council (FPAC) during the reporting period <sup>2</sup>	4,299	4,000	4,450	

<sup>1</sup>Revised measure for FY23 and therefore prior year data is not available. Measure includes social media followers, newsletter subscribers and people reached through events.

<sup>2</sup>This measure includes unique individual attendance at FPAC meetings, newsletter subscribers, and social media followers.

## FY23 STRATEGIC GOALS

- ▲ Reduce citywide greenhouse gas emissions from buildings consistent with [Mayor’s goal of achieving carbon neutrality by 2050](#) by conducting the first compliance period for the Building Energy Performance Program (BEPP) and exploring opportunities to ensure local, minority-owned businesses are benefitting from economic opportunities created through BEPP.
- ▲ Advance policies and programs that support the City’s zero waste goal by 2035 by

reducing the creation of waste and creating circularity or reuse for waste materials.

▲ Hiring and onboarding a permanent FPAC Manager, creating a more just and equitable food system by improving FPAC operations to center the voices of those most impacted by the food system in advising the City on food policy, and elevating food as City strategic initiative, including improving collaboration among City departments around land access and ownership, food supply chain analysis, workforce and economic development opportunities, and food security and public benefits.

▲ Advance OOS's commitment to racial justice both through internal policies and practices and through thoughtful equitable community engagement practices. As climate change is an issue of racial and social justice, disproportionately impacting people of color and lower income residents, the voices and experiences of those who face environmental burdens should be centered in OOS's policy and program development.

## **FY23-27 STRATEGIC INITIATIVES**

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▲ Continue to manage compliance with the City's energy benchmarking program.

▲ Expand building decarbonization efforts into the residential sector, including efforts to address Philadelphia's high energy burden, assessing opportunities to scale impact of Neighborhood Energy Centers, and participating in the Rocky Mountain Institute's Electrify Cohort to explore a program to support residential electrification, and joining the White House Council for Environmental Quality's Building Performance Standard coalition.

▲ Further the work begun through the PGW business diversification study, including conducting a workforce impact assessment in partnership with Gas Workers Local 686, and identifying funding to conduct a networked geothermal feasibility study.

▲ Continue food waste programming, including the Food Business Waste Challenge, and launch a public messaging campaign around food waste.

▲ Reset priority actions to meet City's zero waste goal.

▲ Continue and expand Office's equity action plan implementation by updating professional development and mentorship policies and completing participation in the Office of Diversity, Equity, and Inclusion's second racial equity departmental cohort.

## PROGRAM 2: ENERGY OFFICE

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### PROGRAM DESCRIPTION

The City of Philadelphia's Energy Office, housed within OOS, manages City government energy operations; strategically procures cost-effective and 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.

### RECENT ACCOMPLISHMENTS

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**LED STREETLIGHTING:** Awarded RFP for the LED Streetlighting Lighting Project, which will replace 100,000 or more streetlights, and have begun contracting. This project will incorporate a lighting management system to streamline maintenance and operations for the Streets Department.



**LEADERSHIP IN ENERGY AND ENVIRONMENTAL DESIGN:** Updated the municipal Leadership in Energy and Environmental Design (LEED) ordinance which sets design standards for new or renovated City buildings. OOS is now the administrator of the process, the language was simplified, and certification requirements were increased from LEED Silver to Gold to ensure that projects are higher performing than code minimums.



**REDUCE PEAK LOAD CONTRIBUTION FEES:** Estimated \$1 million reduction in peak load contribution (PLC) fees in FY21/FY22 due to reductions in FY20/FY21 peak electricity use. PLC is a fee based on energy used during the five most energy-demanding days last year. Through the peak load management program, the Energy office was able to reduce PLC fees by proactively reaching out to building operators to lower energy use during times of high demand.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
City of Philadelphia facility energy consumption, including General, Aviation and Water Funds (Million British Thermal Units)	3.64	3.79	3.69	
City of Philadelphia facility energy cost including General, Aviation and Water Funds (\$ Million)	\$56.87	\$59.22	\$58.10	
Percentage of General Fund square footage participating in energy management practices supported by Municipal Energy Master Plan	48%	58%	58%	
Greenhouse Gas Emissions (GHG) for General Fund (Metric Ton of Carbon Dioxide equivalent MTCO2e)	123,127	121,629	120,132	

## FY23 STRATEGIC GOALS

- ▲ Ensure the City purchases energy at an affordable rate; continue to monitor electricity, natural gas, and vehicle fuel supply; and minimize price volatility while increasing renewable energy procurement.
- ▲ Work with the Department of Public Property, the Philadelphia Water Department, and the Philadelphia International Airport to bring 25 percent of required City buildings into compliance with the Building Energy Performance Program (BEPP), which requires non-residential buildings over 50,000 square feet to either achieve a high performance building standard or to perform a tune-up on the building every five years.
- ▲ Work in partnership with the Department of Streets, the Office of Innovation and Technology, and the Philadelphia Energy Authority to design and convert the City’s more than 100,000 streetlights to LEDs as a part of a large energy performance contract project. Not only will this have a large cost savings to the City, but it will also help ensure streetlight outages are addressed in a more equitable fashion than relying on residential calls to 311.

## FY23-27 STRATEGIC INITIATIVES

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- ▲ Continue to implement projects that help meet the goals of the [Municipal Energy Master Plan](#), the roadmap for how municipal government will lead by example in mitigating the causes of climate change by reducing energy use and costs, purchasing renewable electricity, making operations more efficient, and advancing environmental stewardship.
- ▲ Continue to participate in energy load management programs, like demand response, where the City is asked to reduce energy consumption at key times throughout the year when demand is highest (ex. during a heat wave) and is compensated for doing so.
- ▲ Continue to maintain the City's utility bill management database, where energy use data is collected and shared with departments to improve understanding of the opportunities and benefits of energy efficiency.
- ▲ Through the [Greenworks Sustainability Fund](#), continue to make funding available to departments to support energy efficiency and sustainability projects within City-owned facilities.
- ▲ Expand and enhance the use of Building Automation Systems in City buildings through the Building Monitoring Program which serves as long-term BEPP compliance for enrolled buildings. Not only will this have operational and energy savings, but it will also increase occupant comfort in all buildings in the program.

## PROGRAM 3: CLIMATE RESILIENCE

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### PROGRAM DESCRIPTION

The Climate Resilience program leads the City's effort to prepare Philadelphia for climate change's unprecedented challenge by developing actionable climate risk information, advancing policy and programmatic transformations, and stewarding place-based, community-led initiatives.

### RECENT ACCOMPLISHMENTS

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**ENVIRONMENTAL JUSTICE ADVISORY COMMISSION:** Launched the Environmental Justice Advisory Commission, Philadelphia's first government advisory body focused on environmental disparities, through a co-creation process that centered the leadership of frontline communities long excluded from decision-making processes process.



**PLACE-BASED RESILIENCE PLANNING:** Initiated a place-based resilience planning effort in the Lower Schuylkill area to prepare this economically vital area for present and future climate risks through collaborative partnerships and community-based management.



**MICROGRANT PROGRAM:** Established a \$40,000 community-led microgrant program to address inequities that climate impacts exacerbate and build capacity for community resilience.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure <sup>1</sup>	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Number of municipal projects that embed climate resilience-building activities that reduce identified vulnerabilities	N/A	Set baseline	2	
Total funding made available to address inequities that climate impacts exacerbate and build capacity for community resilience	N/A	Set baseline	\$75,000	
Number of place-based initiatives that increase adaptive capacity and/or reduce exposure risk to climate impact through collaborative partnerships and community-based management	N/A	Set baseline	2	

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<sup>1</sup>Climate Resilience performance measures are new and therefore prior year data is not available.

## FY23 STRATEGIC GOALS

- ▲ Develop and implement a community-driven, whole-of-government action in the Eastwick neighborhood that demonstrates the ability to address climate inequities experienced by specific communities as part of a broader framework for rectifying historic and current social, economic, and environmental injustice.
- ▲ Lay the groundwork for the strategic direction and launch of the Philadelphia Panel on Climate Science and Research which will develop and deploy actionable climate risk information to guide City of Philadelphia planning and operational processes.
- ▲ Support the [Environmental Justice Advisory Commission](#) in completing a strategic planning process to set strategic priorities and develop an operational model aligned with its current vision.

## **FY23-27 STRATEGIC INITIATIVES**

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- ▲ Perform research and data-based analysis leading to an improved understanding of the magnitude, frequency, and probabilities associated with climate hazards and facilitate informed resilience investments.
- ▲ Continue and expand cross-sector and cross-jurisdictional collaborations to enhance the City of Philadelphia's approach to climate preparedness and resilience.
- ▲ Expand the number of place-based initiatives that increase adaptive capacity and/or reduce exposure risk to climate impact through collaborative partnerships and community-based management.



# WATER

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## PROGRAMS

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- FINANCE
- HUMAN RESOURCES AND ADMINISTRATION
- OPERATIONS
- ENGINEERING AND CONSTRUCTION
- PLANNING AND ENVIRONMENTAL SERVICES
- PUBLIC AFFAIRS



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/](https://PHILA.GOV/DEPARTMENTS/)  
[PHILADELPHIA-WATER-DEPARTMENT/](https://PHILADELPHIA-WATER-DEPARTMENT/)

## MISSION

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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.

## BUDGET

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Water does not receive General Fund support.

## PROGRAM 1: FINANCE

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### PROGRAM DESCRIPTION

This program is charged with overseeing the PWD's financial, accounting, and budgetary functions, including overseeing the budgeting and accounting for PWD financial activities: 1) achieving an affordable and fair rate structure through a transparent rate-making process, and 2) issuing PWD Financial Reports. In addition, the program processes PWD expenditures and completes all documentation related to federal and state grants.

### RECENT ACCOMPLISHMENTS

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**DEBT ISSUANCE:** On October 7, 2021, the City issued \$231.9 million in revenue bonds designated as City of Philadelphia, Pennsylvania-Water and Wastewater Revenue Bonds, Series 2021C. The proceeds pay for capital improvements to the system and costs of issuance related to the bonds. The debt issuance maintained current "A" ratings from all three major rating agencies, A1 (Moody's), A+ (Standard and Poor's) and A+ (Fitch), with stable outlooks for the utility which is an impressive accomplishment considering the various impacts related to COVID Pandemic.



**COMMERCIAL PAPER PROGRAM:** On July 29, 2021, the City closed its Water and Wastewater Revenue Commercial Paper Notes in an amount not to exceed \$250 million. The City will use the proceeds to finance capital expenditures for the System; make deposits to the Sinking Fund to provide for payments of accrued interest or to establish a debt service reserve or reserves; pay obligations to the banks that issued letters of credit supporting the Commercial Paper Notes, resulting from draws on such letters of credit; pay or decrease outstanding Commercial Paper Notes; and pay the costs of issuance of the Commercial Paper Notes. The Commercial Paper arrangement allows the PWD to pursue federal financial assistance which is typically on a reimbursement basis for the Water & Wastewater System capital program, providing interim liquidity to pay vendors.



**PENNVEST AWARDS:** Throughout calendar year 2021, the Pennsylvania Infrastructure Investment Authority ("PennVEST") Board of Directors approved several federally subsidized low cost loans totaling approximately \$240 million to the City for various Water & Wastewater system improvements. The loans have a three year interest only payment period at or around one percent with a 20-year amortization. The interest rate for years

four through 20 is at or around 1.8 percent. The awards allow PWD to fund essential capital improvements at a lower interest cost than traditional debt issuance.



**PERFORMANCE MANAGEMENT:** The Department continued to implement monthly budget performance reports for all its programs to better manage its operating budget and five-year financial plan. The Department’s fiscal staff also worked with accounting staff from the Office of the Director of Finance to complete the PWD portion of the City’s Annual Comprehensive Financial Report.



**MODERNIZE PROCESSES:** PWD continues to update many paper-based processes. Efforts include electronic document storage, the establishment of a website for invoice processing and workflow tracking, setting up wholesale customers to be able to pay their bills electronically, and the installation of a desktop check scanner for remote deposits.



**TIERED ASSISTANCE PROGRAM (TAP) RECONCILIATION PROCESS:** In June 2021, PWD’s finance team, in conjunction with the Law Department and Water Revenue Bureau, concluded (TAP) Rate Rider reconciliation process with the City of Philadelphia Water, Sewer, and Stormwater Rate Board. The reconciliation process resulted in FY22 surcharge rates for actual TAP program costs that were effective as of September 1, 2021. The reconciliation is a fulfilment of an annual requirement to adjust two specific charges established for the purpose of recovering the costs of providing customers a bill based on income and not on the amount of water used.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Maintain current credit ratings (A+ / A1 / A+)	A+,A1,A+	A+, A1, A+	A+, A1, A+	
Achieve targeted debt and liquidity metrics as defined by PWD’s Financial Plan	Yes	Minimum amounts as required by the General Bond Ordinance	Minimum amounts as required by the General Bond Ordinance	

## FY23 STRATEGIC GOALS

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- ▲ Ensure timely administration of operating and capital budgets, invoicing, and completion of all financial reports.
- ▲ Maintain a balanced PWD Five-Year Plan to ensure financial resiliency and maintain existing credit ratings.
- ▲ Obtain a rate increase to ensure PWD has the funding required to operate and maintain the system with an anticipated effective date of September 2022.



### FY23-27 STRATEGIC INITIATIVES

This program will continue to work to make PWD's 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 will begin a rate reconciliation process per the settlement agreement in FY22 to implement a rate increase anticipated to be effective in the first quarter of FY23.

During the next year, this program will also 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 program will continue to search for federal subsidized mandates. PWD most recently was notified of its selection to advance over \$500 million of capital projects with the EPA (Water Infrastructure Finance and Innovation Act) WIFIA program. The WIFIA program allows the Department to fund critical water master plan projects at lower costs than typically achieved through other funding mechanisms.

## PROGRAM 2: HUMAN RESOURCES AND ADMINISTRATION

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### PROGRAM DESCRIPTION

This program supports the continued development of a talented and diverse PWD workforce by utilizing human resource planning, recruitment, placement, career development, comprehensive and responsive safety programs, and administrative services that are consistent with and drive the long-term needs of the department and the City's goals for diversity. This program also manages the building facilities, machine shop, and security services for PWD.

## RECENT ACCOMPLISHMENTS

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**EXPANDED STUDENT EMPLOYMENT OPPORTUNITIES:** PWD continued to provide opportunities for Philadelphia youth and residents with barriers to employment to gain career exposure, workforce development training, and access to permanent employment opportunities with the City. From 2014 to 2021, 232 Philadelphia high school and college students were provided with student employment opportunities, exposing young professionals to a variety of water industry career paths.



**CONTINUED SUPPORT FOR POWERCORPS PHL:** PWD provided funding and support to PowerCorps PHL, to build opportunities for young people and to create promising futures by developing the skills required to secure meaningful work. PowerCorps is a cross-sector collaborative model that engages disconnected adults and returning citizens to reenter career pathways. PWD has provided 66 PowerCorps participants with training and professional work experiences from 2014 to 2021, ranging from stormwater infrastructure maintenance to waterway restoration.



**INCREASED EMPLOYMENT OPPORTUNITIES:** Expanded pathways to permanent employment for graduates of PowerCorps and Philadelphia School District technical trades programs by increasing apprenticeship opportunities across PWD. Since the program's inception in 2014, 44 of the 68 participants who have graduated from the apprenticeship program transitioned to permanent civil service positions within PWD. Former apprentices serve in positions from entry to full performance levels, mainly as electricians, electronic technicians, grounds and facilities maintenance workers, and engineering aides. Since FY20, there have been 14 apprentices, five of whom have transitioned to full-time employment with PWD.



**EXCEEDED FY21 CONTRACT PARTICIPATION GOAL:** Through the end of FY21, PWD reported a 38 percent Minority, Women, or Disabled-Owned Business Enterprise (M/W/DSBE) participation rate in its contracts, exceeding the FY21 participation goal of 33 percent.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Departmental vacancy rate (%)	13%	<15%	<15%	

## FY23 STRATEGIC GOALS

- ▲ Ensure that staffing, recruitment, placement, training, career development, and safety programs are consistent with long-term needs of the department.
- ▲ Coordinate labor management initiatives and employee relations programs with PWD’s long-range operational plans.
- ▲ Coordinate personnel functions with initiatives in workforce and management planning.
- ▲ Identify and recommend ongoing improvements to strategic staffing and internal hiring processes.
- ▲ Further the expansion of student and apprenticeship programs and building of a strategic partnership with School District of Philadelphia programs to align new pathways to build meaningful and long-term careers.
- ▲ Establish a long-term Diversity and Inclusion Plan that aligns with the City’s goals for diversity, equity, and inclusion.

## FY23-27 STRATEGIC INITIATIVES

This program will continue to build its capacity to recruit, hire, and train staff while supporting and expanding a culture of safety throughout PWD. 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 the Office of Human Resources (OHR), PWD will work to reduce the overall vacancy rate and the overall time to hire.

The Facilities Management group will continue to provide maintenance services throughout PWD, ensuring that each of department’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 21st century utility.

## PROGRAM 3: OPERATIONS

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### PROGRAM DESCRIPTION

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 supply 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.

### RECENT ACCOMPLISHMENTS

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**WATER TREATMENT:** All of the City’s Water Pollution Control Plants (WPCPs) maintained high levels of treatment efficiency and met all permit requirements in 2021.



**DRINKING WATER COMPLIANCE:** Three drinking water treatment plants and three wastewater treatment plants continued to achieve 100 percent compliance with the Safe Drinking Water Act and Clean Water Act permit requirements. Two plants received a platinum award from the National Association of Clean Water Agencies (NACWA), for perfect compliance with the Environmental Protection Agency (EPA)’s National Pollutant Discharge Elimination System (NPDES) requirements for five consecutive calendar years, and another plant received a gold award for perfect compliance in 2019.



**PARTNERSHIP FOR SAFE WATER:** Celebrated 21 years of participating in the Partnership for Safe Water, an alliance of six national drinking water organizations that set water quality performance goals more stringent than regulatory requirements and offer self-assessment tools and programming to improve the performance of water system operations. PWD has achieved the 20-year Director’s Award status, recognizing PWD’s ongoing two-decade commitment to continually meet or exceed all “Phase III” performance requirements. PWD has also met the EPA requirements for drinking water for public water systems.



**LEAK DETECTION:** The Leak Detection Survey program surveyed 796 miles of small diameter mains (approximately 27 percent) and abated 37 million of gallons per day in FY21. New technologies are being piloted to keep the PWD on the leading edge of proactive water leakage management.



**CUSTOMER FIELD INSPECTION:** Despite the COVID emergency, customer field inspection increased from 25,573 in FY20 to 30,974 in FY21 (a 21 percent increase). Also, plumbing defect notices increased to 4,413 in FY21 compared to 4,389 in FY20.

The increase in defect notices sent out in FY21 indicates that, despite the COVID Pandemic, customers are being engaged to prevent catastrophic failure of their service lines and such failures on underground utilities.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Millions of gallons of treated water	84,424	MEET CUSTOMER DEMAND	MEET CUSTOMER DEMAND	
Percent of time Philadelphia's drinking water met or surpassed state and federal standards	100.0%	100.0%	100.0%	
Miles of pipeline surveyed for leakage	769	900	900	
Water main breaks repaired	771	MEET CUSTOMER DEMAND	MEET CUSTOMER DEMAND	
Average time to repair a water main break upon crew arrival at site (hours)	6.6	8	8	
Percent of hydrants available	99.1%	99.7%	99.7%	
Number of storm inlets cleaned/year	97,846	100,000	100,000	
Wastewater Treatment met or surpasses state and federal standards/month	100.0%	100.0%	100.0%	

## FY23 STRATEGIC GOALS

- ▲ Comply with all federal and state regulations relating to water and wastewater management.
- ▲ Operate, maintain, repair, and improve the water system necessary to supply drinking water at adequate quantities and pressures to meet customer demand.
- ▲ Operate, maintain, repair, and improve the wastewater system necessary to efficiently collect and treat wastewater and stormwater from the City of Philadelphia and wholesale customers.



### FY23-27 STRATEGIC INITIATIVES

Operations will continue to maintain the water and wastewater systems, supplying reliable service to the City of Philadelphia and wholesale customers. 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, work with regulators, peer groups, and experts to ensure long-term compliance, and work on updating metering infrastructure.

PWD is implementing its Advanced Metering Infrastructure (AMI) System. This system is a required upgrade, as the existing meter reading system is at the end of its life. The outgoing meter reading system utilized a collection of vehicles to remotely collect meter readings once per month. This new generation of technology will utilize a fixed-base network to collect meter readings in near real-time remotely.

## PROGRAM 4: ENGINEERING AND CONSTRUCTION

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### PROGRAM DESCRIPTION

This program provides technical support to the Operations program. It prepares and implements the Capital Budget program which includes the design, project control, and construction management for new and existing assets. The program also ensures the renewal and replacement of the PWD's conveyance and collector systems, as well as its treatment facilities.

### RECENT ACCOMPLISHMENTS

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**CAPITAL PROJECT OVERVIEW:** In FY21, the Capital Program encumbered \$286 million. Capital-funded projects included replacing 11.3 miles of water mains, reconstructing and rehabilitating 4.4 miles of sewers, making improvements to PWD facilities, and installing green stormwater infrastructure, less than in recent years due to COVID. Significant progress was made on the construction of the \$110 million project to construct three 30-million-gallon storage tanks at East Park. The first of three storage tanks were completed and placed into service in FY18. The second and third tanks were placed in service in March of 2021.



**OTHER SIGNIFICANT PROJECTS INCLUDE:** Construction of the Clear Water Basins #1 and #2 Project at the Baxter Water Treatment Plant (\$111 million) is approximately 90 percent complete. The Belmont Raw Water Pump Station Standby Generators (\$19 million) is approximately 80 percent complete. Final Sedimentation Tank Improvements at the Southeast Water Pollution Control Plant (\$16.4 million) was put into service in December of 2020. Phase Five of Flood Relief in Northern Liberties (\$13.4 million) is approximately 80 percent complete. The Water Treatment Plant Security System (\$19.2 million) will be fully complete in FY22. Construction was started on the Torresdale Filtered Water Pump Station Project (\$80.8 million) in FY21 and is expected to take several years to complete. Bids were received in October 2021 on the New Pre-treatment Facility (\$107 million) at the Northeast Water Pollution Control Plant. Construction is expected to begin in late FY22. Contractor was issued a Notice to Proceed in the first half of FY22 on the Frankford Creek Sewer Crossing Project (\$28.9 million).



**CROSS-DEPARTMENTAL COLLABORATION:** PWD continued coordinating with the Streets Department and other utilities for work in the street, from the capital project design phase to post-project street repairs and repaving. This work will help preserve the structural integrity of city streets, as well as water and sewer infrastructure.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Miles of sewers renewed	3.76	≥ 10	≥ 10	
Miles of water mains renewed <sup>1</sup>	6.30	≥38	≥38	
Percent of capital budget encumbered <sup>2</sup>	43.98%	≥ 95%	≥ 95%	

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<sup>1</sup>FY21 Actuals reflect the impact of COVID-19 on PWD operations.

<sup>2</sup>FY21 Actuals reflect the impact of COVID-19 on PWD operations.

## FY23 STRATEGIC GOALS

- ▲ Manage and maintain PWD’s renewal and replacement program of the conveyance and collector system, which delivers drinking water and collects wastewater from customers.
- ▲ Optimize and/or maintain the resources required to renew the Department’s treatment facilities to ensure reliability.

## FY23-27 STRATEGIC INITIATIVES

This program will continue to reinvest in the PWD’s infrastructure through its capital program. The Department’s FY23 capital budget is proposed at \$508.2 million plus \$514.8 million carryforward as of January 31, 2021 and includes funding for ongoing infrastructure upgrades and maintenance through pipeline monitoring and best practices in asset management. These investments, which are dependent on rates being approved at the level proposed, will allow PWD to continue to meet regulatory requirements and ensure reliability of service by replacing water and wastewater infrastructure that has reached the end of its useful life.

Due to the COVID-19 pandemic, PWD requested and received a time extension from June 1, 2021, to December 31, 2021, to meet the 10-year milestone requirements of the Combined

Sewer Overflow (CSO) Consent Order & Agreement. The Department has met and exceeded the 10-year milestones in the allotted timeframe. PWD anticipates that over the next 15 years, compliance with the Consent Order and Agreement (a 25-year regulatory commitment that began in June 2011, and the Long- Term Control Plan Update of the Clean Water Act) will significantly increase capital and operating expenditures related to its Combined Sewer Overflow Program requirements. Looking ahead to the 15-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-related costs.

## PROGRAM 5: PLANNING AND ENVIRONMENTAL SERVICES

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### PROGRAM DESCRIPTION

This program manages the Green City, Clean Waters Program, and other Safe Drinking Water and Clean Water Act regulatory compliance obligations. It provides comprehensive and strategic planning and research support for PWD. This program also manages laboratory services to support compliance and quality initiatives, as well as materials analysis for capital projects and procurement.

### RECENT ACCOMPLISHMENTS

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**GREEN CITY, CLEAN WATERS:** The program completed the first 10 years of the City's Combined Sewer Overflow (CSO) Long Term Control Plan Update, also known as [Green City, Clean Waters](#), in FY21. This has resulted in the reduction of two billion gallons of combined sewer overflows annually.



**IMPLEMENTATION OF THE DRINKING WATER MASTER PLAN:** Initiated planning for eight of the 10 key projects identified with the Drinking Water Master Plan. This Plan outlines a comprehensive strategy to upgrade the City's drinking water treatment and supply facilities. The plan provides a clear path to consistently deliver safe, clean drinking water to all PWD customers. The projects initiated will ensure PWD maintains a resilient, robust, and dependable infrastructure. The implementation program integrates project schedules, sequencing, and funding. It will guide PWD's drinking water facility capital spending for the next 25 years.



**CLIMATE RESILIENCE PLANNING AND DESIGN GUIDANCE:** Developed Climate-Resilience Planning and Design Guidance document (V1.0, 2021). It will be used in the planning, design, and construction of all PWD projects, including the renewal and replacement of existing assets and the construction of new assets, and, to the extent relevant, be applied to the operation and maintenance of PWD infrastructure systems and facilities, including drinking water treatment plants and water pollution control plants.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Constructed greened acres <sup>1</sup>	318	225	225	
Number of Green Acres Design Completed/year	255	225	225	
Analyses performed by PWD's Bureau of Laboratory Services/year	355,927	97,200	97,200	
Site inspections completed/month	241	350	350	

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<sup>1</sup>Progress towards target has been impacted by COVID-19 since the initial construction shutdown (contractor staff and material supply shortages). Revised targets for FY22 and FY23 better aligns with FY20 and FY21 numbers.

## FY23 STRATEGIC GOALS

- ▲ Conduct planning and adaptive management analyses and strategies developed for compliance with regulatory obligations.
- ▲ Continue to comply with the required 15, 20, and 25-year milestones for the Green City, Clean Water Program through project tracking and risk management to ensure the department meets the objectives.
- ▲ Continue to advance and implement the elements of existing master plans, such as the Utility-Wide Strategic Energy Plan and Water Master Plan.
- ▲ Provide laboratory support to PWD for compliance and quality initiatives.

- ▲ Allocate staffing and resources to Green City Clean Waters, Revised Lead and Copper Rule and Municipal Separate Storm Sewer System (MS4) programs commensurate with the new and/or increasing compliance requirements.
- ▲ Develop more formal pathways for values such as equity, resilience, and sustainability to be included in project prioritization and selection.

## **FY23-27 STRATEGIC INITIATIVES**

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▲ This program will continue to utilize integrated planning, strategic, and adaptive management approaches to support PWD’s capital needs to ensure long-term resilience and achieving regulatory compliance obligations associated with the Safe Drinking Water Act, Clean Water Act, and numerous drinking water quality and source water protection regulations.

▲ This program will continue to implement initiatives leading towards attainment of the Green City, Clean Water program’s Water Quality Based Effluent Limitation (WQBEL) Performance Standards through: planning and design of green stormwater infrastructure; planning support for traditional infrastructure; coordination with numerous City agencies, private entities, non-profit advocacy organizations, and other partners to implement green infrastructure; and regulatory planning and compliance simulations and evaluations utilizing water quality, hydrodynamic, hydraulic, and hydrologic models.

▲ This program will continue to ensure PWD’s drinking water, wastewater, and stormwater systems are resilient to the impacts of climate change by carrying out vulnerability and risk assessments using the best available climate science, mainstreaming the use of climate information in PWD planning and design processes, and supporting the development of cost-effective adaptation strategies that leverage existing programs and long-term plans.

▲ This program will continue to focus on the implementation and update of existing master plans and advance concepts for future master plans, such as the Wastewater Master plan, the Drinking Water Main Replacement Plan, and the Sewer Replacement Plan.

▲ This program will also continue to maintain PWD’s environmental laboratories as safe, secure, professional, state-accredited, and innovative laboratories that can support PWD’s growth.

▲ This program will continue to keep PWD proactive with regards to reducing the risk from lead in drinking water. PWD will achieve compliance with the US EPA’s Lead & Copper Rule Revisions which includes locating and removing lead service lines; maintaining corrosion control treatment as permitted by the PADEP; testing the drinking water at the customer’s point of use; maintaining

lead and copper levels below the EPA's Action Levels; and educating customers about the risk of lead and actions that can be taken to reduce it.

▲ This program will continue to be responsive to the development projects and support the Philadelphia development community while maintaining clear regulations and requirements to ensure protection of the Water Department operations and infrastructure and guarantee project implementation in the best interest of the City and its customers.

▲ This program will support PWD's effort to take advantage of funding made available through the Bipartisan Infrastructure Law and future federal spending initiatives that provide opportunities to advance Department priorities such as Green City, Clean Waters, Water Master Plan, lead service line replacement, flood mitigation, climate resiliency and other strategic initiatives by supporting the planning and design efforts around such projects as well as coordination with partners both internally and externally.

## PROGRAM 6: PUBLIC AFFAIRS

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### PROGRAM DESCRIPTION

This program creates and implements comprehensive communications strategies to inform and educate Philadelphians about PWD, to expand access to department services, and provide residents with critical information in times of breaking news or emergency repairs, making sure that residents continue to receive information in a timely and comprehensive manner. This includes the management of the 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. In accordance with the Office of the Mayor, this program facilitates media access to PWD, designs and executes a digital strategy to engage residents, and ensures that key information about PWD is available to residents.

### RECENT ACCOMPLISHMENTS

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**WATER DATA PRIZE:** In early 2021, the Environmental Policy Innovation Center (EPIC) honored the Philadelphia Water Department as a winner of its Water Data Prize. The prize highlights how mandatory water quality reports – officially called Consumer Confidence Reports – can be reimagined to help consumers better understand water quality and safety. PWD was one of five winners and the only utility honored. PWD was recognized for its work in producing the “Tap You Can Trust” brochure and website.



**CUSTOMER ASSISTANCE PROGRAM ADVERTISING AND OUTREACH:** PWD increased promotions of the Customer Assistance Programs, such as the Tiered Assistance Program (TAP) and the Senior Citizen Discount, throughout 2021. Efforts included radio advertising on WDAS and La Mega targeting Black and Latino audiences, as well as newspaper advertising in the Philadelphia Sunday Sun, El Sol Latino, Metro Chinese Weekly, and Metro Viet News. An advertising campaign was also launched with SEPTA on digital, subway, rail, and bus platforms.



**LANGUAGE ACCESS TRAINING:** After a pause due to the COVID-19 pandemic, Public Affairs has begun updated language access training for employees.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET	 MAYORAL PRIORITY
Average speed to answer customers' emergency calls (minutes)	4:40	< 3.0	<3.0	
Average speed to answer customers' billing and service calls (minutes) <sup>1</sup>	6:06	< 10	<10	
Number of non-city employees in attendance at public meetings	1,914	> 3,500	> 4,800	

## FY23 STRATEGIC GOALS

- ▲ Leverage best practices and technologies to enhance the customer experience and satisfaction at multiple touch points.
- ▲ Work with partners, local media, and others to promote Customer Assistance Programs to increase enrollment.
- ▲ Create standardized departmental messaging around key topics.
- ▲ Implement comprehensive communications plan to educate and engage 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.

## FY23-27 STRATEGIC INITIATIVES

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- ▲ The Customer Contact Center will increase and integrate communication capabilities, allowing customers to request service through digital channels, such as live chat, and create specializations within the team structure to address complex tasks more efficiently.
- ▲ Public Affairs will continue to engage and communicate actively with the public, utilizing consistent key messaging points across the organization and focusing on a commitment to transparency and building community trust.
- ▲ The public will be engaged in a variety of ways, including print and digital, through conventional and social media, direct mail, improved websites, blogs, videos, presentations, and animations, among others. These tools will support a variety of dedicated campaigns designed to ensure that customers have the information they need regarding infrastructure investments, customer assistance programs, water quality, regulatory obligations, and other important topics.
- ▲ The Public Engagement team will continue to meet with residents to share information and receive feedback through both in-person and virtual means to reach a variety of audiences.
- ▲ Public Affairs will expand partnerships, including with the Community Resource Corps program and the Commission on Faith-Based and Interfaith Affairs at the Mayor's Office of Public Engagement, to promote Customer Assistance Programs.
- ▲ PWD will engage approximately 30,000 adults and children annually via educational programming, including the Fairmount Water Works Interpretive Center and expanded partnerships with City and nonprofit organizations.
- ▲ Increased Language Access initiatives will include increased document translations, increased outreach to limited English proficient neighborhoods, and development of language access maps for more effective and targeted outreach.

# INDEPENDENT AND ELECTED AGENCIES

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## AGENCIES

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BOARD OF ETHICS  
BOARD OF REVISION TAXES (BRT)  
CITY COMMISSIONERS  
CITY CONTROLLER  
CITY COUNCIL  
DISTRICT ATTORNEY  
FIRST JUDICIAL DISTRICT (FJD) OF  
PHILADELPHIA  
REGISTER OF WILLS (ROW)  
SHERIFF

*Content for each independent and elected agency was prepared by that agency themselves.*



# BOARD OF ETHICS

## PROGRAMS

### BOARD OF ETHICS



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/CITY-OF-PHILADELPHIA-BOARD-OF-ETHICS/](https://PHILA.GOV/DEPARTMENTS/CITY-OF-PHILADELPHIA-BOARD-OF-ETHICS/)

## 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 and the restrictions on political activity by City employees. 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.

*Content for this section was prepared by the Board of Ethics.*

## BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	801,988	915,196	938,750	1,100,255	1,107,053	1,107,053	1,107,053	1,107,053
<b>Class 200 - Contracts/ Leases</b>	14,301	52,500	52,500	52,500	52,500	52,500	52,500	52,500
<b>Class 300/400 - Materials, Supplies, Equipment</b>	1,236	7,500	7,500	7,500	7,500	7,500	7,500	7,500
<b>Total</b>	817,525	975,196	998,750	1,160,255	1,167,053	1,167,053	1,167,053	1,167,053

## PROGRAM 1: BOARD OF ETHICS

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 that promotes compliance with the Public Integrity Laws so that people covered by these laws, which includes City officers and employees, candidates and their treasurers, political committees, and entities as well as individuals involved in lobbying, can comply with the City's Public Integrity Laws. When necessary, the Board investigates complaints and enforces these laws to ensure compliance with rules that promote public confidence in City government.

## RECENT ACCOMPLISHMENTS



**ADVICE AND GUIDANCE:** Despite the transition to remote work in response to the COVID-19 pandemic, 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 demand for advice remains high. Informal guidance has transitioned to virtual formats 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 [six advisory opinions](#) issued in FY21-22 reflect current events and concerns as well as the breadth of matters under the Board's jurisdiction.



**TRAINING AND OUTREACH:** 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 selection of classes presented by the Board continues to expand, and since the pandemic began have been conducted exclusively online. In addition to the regular ethics classes for City officers and employees, Board staff offered training on the intersection between the ethics rules and social media, as well as provided quarterly online lobbying trainings for principals, lobbying firms, and lobbyists to present an overview of the City's Lobbying Law.



**POLITICAL CAMPAIGNS:** Due to the offices of District Attorney and City Controller being on the ballot in the 2021 election cycle, the Board offered ten Campaign Finance trainings in FY21/22. These classes cover 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 are used in addition to the online classes to provide maximum notice to candidates, treasurers, and committees about campaign finance filing obligations.



**PUBLIC INTEGRITY LAWS:** 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 six settlement agreements in FY21/22 in which parties agreed to pay the City monetary penalties for violations of the City's Campaign Finance Law and violations of the City Home Rule Charter's political activity restrictions. The parties were required to take remedial action by amending required campaign finance reports, closing political committees, notifying the Board about future political committee registrations, and cooperating with future Board investigations. The [settlement agreements](#) are posted on the Board's website.

Also, in FY21/22, the Board resolved four late campaign finance reporting matters using a Board-approved expedited process that does not involve a formal settlement agreement. The four entities paid penalties for filing late reports, and [late filing information](#) for each matter was made available to the public on the Board's website.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 CY21 ACTUAL	 CY22 TARGET	 CY23 TARGET
<b>PERCENTAGE OF PRIMARY ELECTION CANDIDATES WHO FILE TIMELY REPORTS:</b>			
Cycle 1: Sixth Tuesday pre-primary report, due in April	97%	N/A (2022 Cycle 1)	95% (2023 Cycle 1)
Cycle 2: second Friday pre-primary report, due in May	96%	N/A (2022 Cycle 2)	95% (2023 Cycle 2)
Cycle 3: thirty day post-primary report, due in June	99%	N/A (2022 Cycle 3)	95% (2023 Cycle 3)
<b>PERCENTAGE OF GENERAL ELECTION CANDIDATES WHO FILE TIMELY REPORT:</b>			
Cycle 4: Pre-election report, due in September	100%	N/A (2022 Cycle 4)	95% (2023 Cycle 4)
Cycle 5: Pre-election report, due in October	100%	N/A (2022 Cycle 5)	95% (2023 Cycle 5)
Cycle 6: Post-election report, due in December	100%	N/A (2022 Cycle 6)	95% (2023 Cycle 6)
Cycle 7: Annual Report, due in January	100%	95% (2021 Cycle 7)	95% (2023 Cycle 7)

### FY23 STRATEGIC GOALS

- ▲ Fill vacancies and expand staffing leading into 2023 election season.
- ▲ Maintain and increase rates of timely compliance with campaign finance, lobbying, and financial disclosure reporting deadlines.
- ▲ Increase public awareness of online campaign finance and lobbying data.

### FY23-27 STRATEGIC INITIATIVES

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 and the Charter restrictions on political activity by City employees. The Board manages all components of these 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.



# BOARD OF REVISION OF TAXES

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## PROGRAMS

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### BOARD OF REVISION OF TAXES



#### DEPARTMENT PAGE

[PHILA.GOV/DEPARTMENTS/BOARD-OF-REVISION-OF-TAXES/](https://phila.gov/departments/board-of-revision-of-taxes/)

## MISSION

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The Board of Revision of Taxes (BRT) hears appeals on real property valuations and addresses 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 BRT is required to hear assessment appeals and determine the market value for the tax year in question. The BRT hears and renders decisions for real property assessment appeals, unique non-profit applications, homestead exemption appeals, and nunc pro tunc (“now for then”) petitions that allows property owners to file a petition now for a previous deadline or tax year. The Board of Viewers, an independent, three-member board appointed by the Board of Judges, hears and renders decisions for condemnation (eminent domain) appeals.

*Content for this section was prepared by the Board of Revision of Taxes.*

## BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	1,002,561	997,835	1,019,348	1,030,360	1,034,523	1,034,523	1,034,523	1,034,523
<b>Class 200 - Contracts/ Leases</b>	33,630	37,900	37,900	37,900	37,900	37,900	37,900	37,900
<b>Class 300/400 - Materials, Supplies, Equipment</b>	13,458	17,727	17,727	17,727	17,727	17,727	17,727	17,727
<b>Total</b>	1,049,649	1,053,462	1,074,975	1,085,987	1,090,150	1,090,150	1,090,150	1,090,150

## PROGRAM 1: BOARD OF REVISION OF TAXES

The sole purpose of the appeals program is to adhere to and satisfy Pennsylvania statute 5341.14, which states, “any person aggrieved by any assessment ... may file an appeal therefrom with the board.” In addition, “The board shall complete its hearings of appeals and shall dispose of all appeals before it as promptly as possible.”

## RECENT ACCOMPLISHMENTS



**REMOTE APPEAL HEARINGS:** Partnered with a court reporting service to establish a method to hold and record remote appeal hearings via computer or phone. With less than a 60-day delay, due to COVID-19, the Board was able to resume market value appeal hearings.



**APPEAL HEARINGS:** By holding double hearing sessions from September to December 2021, the BRT was able to render decisions on all timely filed 2020 appeals and recover from time lost due to COVID-19 delays.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 CY21 ACTUAL	 CY22 TARGET	 CY23 TARGET
Volume of Appeals filed for current tax year*	2,468	N/A	N/A
Percentage of appeals heard during the reporting period: current year <sup>1</sup>	37.2%	100%	N/A
Volume of appeals filed for the upcoming tax year*	984	N/A	N/A
Percentage of appeals heard during the reporting period: upcoming year <sup>2</sup>	7.7%	45%	100%

\* Appeals are due to the BRT in the October before the year being appealed. For example, appeals for tax year 2021 were due to the BRT in October 2020. The BRT begins hearing appeals on January 1 of the tax year being appealed. BRT does not project a target for this measure, as BRT does not control the volume of appeals.

<sup>1</sup>Percentage reflects appeals heard for Tax Year 2021.

<sup>2</sup>Percentage reflects appeals heard for Tax Year 2022.

## FY23 STRATEGIC GOALS

- ▲ Hire one full-time service representative whose primary focus will be to prepare appeals, dockets and block reports for each assessment appeal hearing; to provide necessary technical support to board members; and assist appellants as they enter a hearing whether in-person or remotely.
- ▲ Update the Department’s forms, letters, rules, and procedures so they are fully integrated with the new Computer Assisted Mass Appraisal (CAMA) system, support hybrid hearings, and ensure a successful 2023 reassessment appeal year.



**BRT HEARING ROOM**

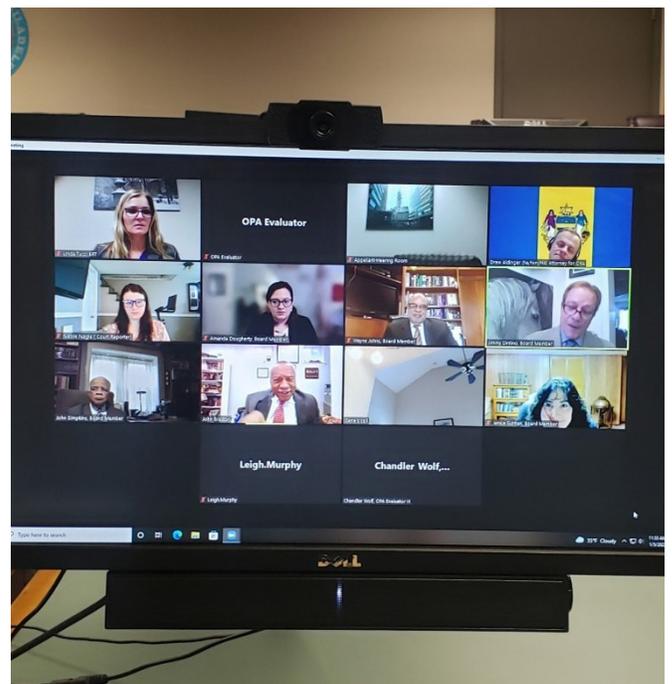


## FY23-27 STRATEGIC INITIATIVES

Over the next five years, the BRT plans to do a comprehensive evaluation of the Department. It has been 10 years since the assessment appeals board separated from the assessment office. Every other year since then, the BRT has encountered significant changes in assessment policy, implemented new citywide programs, received a computer system overhaul and processed high-level assessment appeal volume. The BRT will perform an in-depth analysis of the organization to see how it can improve efficiency at all levels. In addition, BRT will work to become proficient with the Computer Assisted Mass Appraisal program.



**BRT STAFF RUNNING A ZOOM HEARING**



**BRT ZOOM HEARING**

# CITY COMMISSIONERS



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## PROGRAMS

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**ADMINISTRATION**  
**VOTER REGISTRATION OFFICE**  
**COUNTY BOARD OF ELECTIONS**



**DEPARTMENT PAGE**  
[WWW.PHILADELPHIAVOTES.COM](http://WWW.PHILADELPHIAVOTES.COM)

## MISSION

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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.

*Content for this section was prepared by the Office of the City Commissioners.*

## BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	8,293,480	8,413,534	10,936,150	10,891,604	11,114,147	11,114,147	11,114,147	11,114,147
<b>Class 200 - Contracts/ Leases</b>	9,661,241	6,862,101	7,285,101	9,285,101	9,390,101	12,872,965	9,390,101	9,390,101
<b>Class 300/400 - Materials, Supplies, Equipment</b>	2,904,520	2,771,217	4,148,309	2,649,217	2,680,217	2,944,183	2,680,217	2,680,217
<b>Class 500 - Indemnities/ Contributions</b>	12,000	0	0	0	0	0	0	0
<b>Total</b>	20,871,241	18,046,852	22,369,560	22,825,922	23,184,465	26,931,295	23,184,465	23,184,465

## PROGRAM DESCRIPTION

This program includes the City Commissioners offices, Human Resources, and Budget. It sets and enforces Department policies, manages administrative functions, and oversees public relations and outreach.

## RECENT ACCOMPLISHMENTS



### **ENGAGED IN AN ADVERTISING CAMPAIGN TO INCREASE AWARENESS OF MAIL BALLOTS AND INCREASED SERVICES:**

The department engaged a professional marketing firm to produce radio, bus, and digital advertisements, as well as other outreach strategies to promote the ["My Vote My Way"](#) campaign informing voters of different options to cast votes.



**NEW WEBSITE:** The City Commissioners will be launching a new website in April 2022, which will feature enhanced cyber security measures, as well as user-friendliness and accessibility.



### **MOVED MAIL BALLOT PROCESSING CENTER INTO PERMANENT WAREHOUSE:**

New mail ballot processing equipment, worth approximately \$5 million, was given a permanent location where it can work most effectively and efficiently.



**BEGAN IMPLEMENTING CHINESE LANGUAGE IN ADVERTISEMENT:** Section 203 requirements of the Voting Rights Act are based on the Census and the number of citizens with a limited-English proficiency. The Director of the Census has determined that Philadelphia has over 10,000 citizens who speak Chinese and are limited-English proficient. The DOJ enforces the Section 203 requirements and specifically mentioned advertising in minority language publications as a component of a successful bilingual language program. Due to recent census data, the department has begun running local media advertisements to include Chinese, to serve and inform a significant sector of the city’s population.



VOTING MACHINES WAREHOUSE

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET
Number of unique visitors to the department’s website	489,857	300,000	400,000
Number of social media impressions	42,030,236	3,000,000	10,000,000

## FY23 STRATEGIC GOALS

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- ▲ Develop and implement a long-term plan for satellite offices and drop boxes.
- ▲ Implement staffing changes as recommended by Gartner Consulting, the Office of Innovation and Technology, the Office of the Chief Administrator, and the Elections Group to manage the department more effectively.
- ▲ Procure and implement electronic poll books.
- ▲ Qualify Philadelphia High Schools for the Governor’s Civic Engagement Award.
- ▲ Oversee the 2022 General Election and the 2023 Primary Election.
- ▲ Increase traffic to website and social media accounts.

## FY23-27 STRATEGIC INITIATIVES

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The department is currently preparing for elections in November of 2022. The logistics of implementing no excuse voting by mail is not complete. The Office of the City Commissioners will continue to revise and modernize its procedures to deliver the best possible experience to Philadelphia’s voters. To accomplish this, the department will be in contact with stakeholders, the Administration, and City Councilmembers to discuss long-term plans for satellite offices and drop boxes. The department is partnering with URI Votes to analyze the satellite offices and their processes to provide service going forward that will assist voters quickly, to avoid long lines at polling locations.

To provide the most modern election experience and increase the speed and accuracy of counting of mail ballots, the Department will once again pursue the procurement and implementation of an Electronic Poll Book system.

## PROGRAM 2: VOTER REGISTRATION OFFICE

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### PROGRAM DESCRIPTION

This program predominantly includes voter registration related responsibilities, including, but not limited to, receiving, processing, and storing voter registration applications.

## RECENT ACCOMPLISHMENTS



**2021 GENERAL ELECTION:** The Voter Registration Office processed 406,772 voter registration applications and 108,352 mail ballot applications for the 2021 General Election.



**SUCCESSFULLY KEPT UP WITH VOTER REGISTRATIONS DESPITE CHANGES TO THE ELECTION CODE:** Previously, staff had 13 days to process registrations to make the poll book, and 25 days to process registrations to make the supplemental poll sheets. These processes must now be done in 10 days. To accomplish this the Department hired and trained additional staff and renovated its offices to provide desk space for additional staff.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET
<b>Primary Election: Percentage of voter registration applications received, but not processed, by the following deadlines:</b> a. Last day to circulate and file nomination petitions; b. Last day to register before the Primary Election; and c. Last day to enter data file for poll book production before the Primary Election.	0%	0%	0%
<b>General Election: Percentage of voter registration applications received, but not processed, by the following deadlines:</b> a. Last day to circulate and file nomination petitions; b. Last day to register before the General Election; and c. Last day to enter data file for poll book production before the General Election.	0%	0%	0%

## FY23 STRATEGIC GOALS

- ▲ Continue staffing increases and modifications to meet Act 77 and Act 12 changes.
- ▲ Process all received applications by:
  - Last day to circulate and file nomination petitions.
  - Last day to register before the Primary Election.
  - Last day to enter data file for poll book production before the Primary Election.
  - Last day to circulate and file nomination papers.

- Last day to register before the General Election.
- Last day to enter data file for poll book production before the General Election.

## **FY23-27 STRATEGIC INITIATIVES**

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The Voter Registration Office will continue to adapt to the increased preference for voters to register online or at PennDOT service centers, as opposed to the traditional paper registration method. The Voter Registration Office now must process the increased mail ballot applications. Due to permanent mail-in ballot mailing and mailings done by independent outside groups, most of these mail ballot applications are arriving via paper rather than online. The paper applications represent an additional workload by the staff. The Office will continue to monitor workload to ensure that staff is allocated appropriately.

## **PROGRAM 3: COUNTY BOARD OF ELECTIONS**

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### **PROGRAM DESCRIPTION**

The County Board of Elections program consists of the following activities:

**ELECTION DAY ACTIVITIES:** This activity predominantly includes preparation for election day operations including election boards, election materials, and polling places. This program assists with ballot tabulation and documentation of certified results as well as voting machine demonstrations.

**CAMPAIGN FINANCE/ELECTION COMPLIANCE:** This activity predominantly includes pre-election work related to candidate nomination petitions, ballot layout design, campaign finance, advertisements, and absentee ballots. This activity also assists with ballot tabulation and documentation of certified results.

**VOTING MACHINE SERVICES:** This activity predominantly includes the maintenance, preparation, and distribution of the voting machine equipment, and assists with voting machine trainings and demonstrations.

## RECENT ACCOMPLISHMENTS



**RECOUNT OF THE 2021 COMMONWEALTH COURT ELECTION:** The Commissioner’s Office, faced with a rare recount on a close statewide election, recounted every ballot cast in the city in less than 36 hours. This led to national speculation that the outcome of the Presidential Election would not be known for weeks. The new equipment purchased with grant funds and an organized effort by the department and the administration, including hiring hundreds of temporary workers, made what many thought to be impossible, possible. The Department was able to count enough ballots for news outlets to declare a winner for the Commonwealth of Pennsylvania, and therefore the 2020 Presidential Election, by the Saturday morning after the election. Other battleground states, such as Arizona and Georgia, were not called until long after.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET
Percentage of voting machines requiring replacement on Election Day	0.80%	0.0%	0.0%
Percentage of Election Board Officials working on Election Day, who attended training for that particular election	80%	100.0%	100.0%
Percentage of divisions voting in handicapped-accessible polling places	100%	100.0%	100.0%

## FY23 STRATEGIC GOALS

- ▲ Train nearly 8,500 poll workers
- ▲ Improve online poll worker platform.
- ▲ Utilize new mail ballot equipment to more cost effectively and quickly send and receive mail ballots.
- ▲ Execute 2022 General Election and 2023 Primary Election
- ▲ Form new mail ballot services unit.



## FY23-27 STRATEGIC INITIATIVES

The department continues to grapple with the implementation of the vote by mail option, mainly because of the ever-growing popularity of mail ballot voting. Even in “slow” elections, the Department expects a 400 to 500 percent increase in requests compared to the 2016 General Election. Equipment that was purchased with the CTCL grant has been installed in its permanent location in the new warehouse. By implementing this in-house system, the Department is saving the City approximately \$1 million a year. To use this equipment, the Department will be devel-

oping a new Mail Ballot Services Unit, comprised of six staffers. The Department will be seeking to expand this unit in order to more quickly process ballots.

Expanding on the success of the online poll worker training platform, the Department will be improving its current platform and launching an improved version for the 2022 General Election.



# CITY CONTROLLER

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## PROGRAMS

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- PRE-AUDIT
- AUDIT
- FINANCE, POLICY, AND DATA
- INVESTIGATIONS
- ADMINISTRATION



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/  
CONTROLLER/](https://phila.gov/departments/controller/)

## MISSION

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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 modernizations, and exposing fraud and mismanagement. The City Controller is an independently elected official. Under City Controller Rebecca Rhynhart, the office is committed to transparency, accountability, and good government.

*Content for this section was prepared by the City Controller's Office.*

# BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	9,311,029	9,330,839	9,785,988	10,228,948	10,485,465	10,485,465	10,485,465	10,485,465
<b>Class 200 - Contracts/ Leases</b>	496,985	497,450	497,450	497,450	497,450	497,450	497,450	497,450
<b>Class 300/400 - Materials, Supplies, Equipment</b>	16,746	25,000	25,000	25,000	25,000	25,000	25,000	25,000
<b>Total</b>	9,824,760	9,853,289	10,308,438	10,751,398	11,007,915	11,007,915	11,007,915	11,007,915

## PROGRAM 1: PRE-AUDIT

### PROGRAM DESCRIPTION

This division provides oversight of the City’s payment and purchasing processes with the goal of preventing inappropriate spending and preserving the integrity of the public bid system. The Pre-Audit division monitors, reviews, and approves or disapproves the official order, or requisition, for payment of City funds. It also responds daily to requests for information regarding vendor payments. Specifically, Pre-Audit staff verifies that all expenditures, selected statistically or by category, are authorized and accurate before any monies are paid by the City Treasurer. Staff also inspects and audits capital project architecture and engineering, construction, and other expenditures.

### RECENT ACCOMPLISHMENTS

Pre-Audit provided its expertise, at the Department of Revenue’s request, to help customize Revenue’s new PRISM system, which will replace its current system, TIPS. Additionally, Pre-Audit is working with OHR to help customize the new terminal leave process, which is planned to go-live in FY23. In addition to the above participation in transitioning from manual to automated processes, the Pre-Audit division also completed the following in FY21 and FY22:



**FY22** (1st & 2nd Qtrs.) – audited and approved nearly 13,745 vendor payments, representing the amount of approximately \$2.9 billion in expenditures.

**FY21** – audited and approved nearly 27,374 vendor payments, representing the amount of \$5.3 billion in expenditures.



**FY22** (1st & 2nd Qtrs.) – Capital Project Inspection totals: 481

**FY21** – Capital Project Inspection totals: 1,235



**Terminal Leave audit approvals:**

FY22 (1st & 2nd Qtrs.) total: 1,464

FY21 totals: 2,096

## FY23 STRATEGIC GOALS

- ▲ Audit and approve citywide payroll, vendor payments, terminal leave, and pension payroll
- ▲ Inspect capital projects: audit and approve expenditures
- ▲ Observe public works bid openings
- ▲ Audit and approve revenue refunds and revenue tax releases
- ▲ Audit and approve expenditure from other agencies (I.e., PIDC, PAID & PICA)
- ▲ Continue to perform all Pre-Audit Charter-mandated responsibilities



### FY23-27 STRATEGIC INITIATIVES

The Pre-Audit division will continue to work with the other City departments and agencies (Finance, Pensions, Revenue, Procurement and the City Treasurer’s Office) to support the continuation or enhancement in automating many of the City’s financial processes. In addition, the division will continue to investigate and report

on credible leads and complaints regarding non-compliant City contracts and other agreements. Also, the Pre-Audit division will continue to ensure departmental expenditures are accurate and appropriate prior to approving the disbursement to the City Treasurer’s Office, as required by the City Charter.

## **PROGRAM 2: AUDIT**

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### **PROGRAM DESCRIPTION**

This program is responsible for completing major reports as required by the Philadelphia Home Rule Charter, including the Single Audit and the Annual Comprehensive Financial Report (ACFR) audits for both the City of Philadelphia and the School District of Philadelphia, departmental audits and performance audits. All audits are conducted in accordance with auditing standards generally accepted in the United States of America and standards applicable to financial audits contained in Government Auditing Standards issued by the Comptroller General of the United States.

### **RECENT ACCOMPLISHMENTS**

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The Audit division released/will release the following in FY22: Independent Auditor's Report on the City of Philadelphia's Annual Comprehensive 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 of Philadelphia's Annual Comprehensive Financial Report; Annual Auditor's Report on Philadelphia City Departments; 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 2023-2027.

Additionally, the Audit division released its performance audit of the HealthChoices Behavioral Healthcare Program (HealthChoices), with support from an outside expert, in FY21, the first review by the Controller's Office in 20 years of the now \$1 billion program. HealthChoices is administered by Community Behavioral Health (CBH), a non-profit quasi-governmental agency, under the oversight of the City of Philadelphia's Department of Behavioral Health and Intellectual disAbility Services (DBHIDS). The audit identified issues with documentation, the reimbursement process, procurement, and a lack of oversight and accountability in CBH's administration of HealthChoices and DBHIDS' oversight of CBH.

The Audit division and the Finance, Policy and Data unit continue to work together on an annual review of the City's exempt employee diversity and new exempt hires. The review breaks down exempt employees by department and race/ethnicity and the department's representation compared to the city's demographic breakdown according to Census data.

## FY23 STRATEGIC GOALS

- ▲ Audit the financial statements and perform the Single Audit of the City and School District
- ▲ Examine the financial affairs of Philadelphia's City departments focusing on internal controls to ensure accurate financial information and compliance with any laws and regulations related to revenue and expenditure activities in each department
- ▲ Perform the City's Forecasted General Fund Statements of Operations (Five Year Plan) Review
- ▲ Perform the annual diversity review of all exempt employees and new exempt hires citywide
- ▲ Continue to undertake performance audits to ensure the efficient and effective operation of City government



### FY23-27 STRATEGIC INITIATIVES

The Audit division will continue to complete all Charter-mandated and other required responsibilities, including but not limited to: auditing every department annually; conducting annual reviews of the Forecasted General Fund Statements of Operations (the Five Year Plans); performing the Single Audit for both the City and the SDP; auditing the City's and the SDP's Annual Comprehensive Financial Report annually; and auditing the City and School District's Internal Control and on Compliance and Other Matters. The division will continue to undertake performance audits to ensure the efficient and effective operation of City government, including: a performance audit on three of the city's non-major special revenue funds, the Coun-

ty Liquid Fuels Tax Fund, the Special Gasoline Tax Fund, and the Housing Trust Fund to examine the fund activities and confirm that they comply with the statutory requirements, and a performance audit of the City's capital improvement fund to examine the appropriation and outlay of capital funding, reclassification of funding between projects, use of carryforward money, final closeout of projects and disposition of any remaining funds. The division will also continue to ensure the competency of its staff through continuing professional education and experience in accordance with Generally Accepted Governmental Auditing Standards.

## PROGRAM 3: FINANCE, POLICY, AND DATA

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### PROGRAM DESCRIPTION

This division focuses primarily on financial policy research, aiming to produce objective and data-driven analysis of City policy. The Finance, Policy and Data (FPD) division's work supports a more accessible and engaging digital presence for the Controller's Office, illustrating the work of the Office and how the City of Philadelphia spends taxpayer money through reports, data visualizations, dashboards, and other tools.

### RECENT ACCOMPLISHMENTS

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In an effort to help inform the public about the city's ongoing gun violence crisis, the Finance Policy and Data unit released an analysis of the City's FY22 anti-violence budget, a report on the clearance and conviction rates for gun crime, and an interactive mapping dashboard to track shooting victims and trends around gun violence in real time.



The FPD division continued its analysis of the City's budget, with a particular focus on the impact of the COVID-19 pandemic on the City's finances. These analyses included an updated report in March 2021 on the ongoing revenue impact from COVID 19 pandemic, quarterly reports on the City's cash levels, and several interactive data visualizations of the FY21 and FY22 budgets. Additionally, the FPD division released an in-depth report on the American Rescue Plan (ARP), which included recommendations for how to best deploy ARP funds to tackle the city's most pressing challenges and ensure an equitable and sustainable recovery from the COVID-19 pandemic.



The FPD division released a series of data projects including an analysis of the Streets Department's on-time collection rate for curbside trash pickup and the total curbside trash tonnage collected – the first in a series of projects focused on equity in service delivery - and an interactive dashboard that maps asbestos abatement projects in School District buildings since 2016.

### FY23 STRATEGIC GOALS

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- ▲ Continue to monitor the City's financial recovery from the pandemic, with a focus on the long-term impacts to City finances;
- ▲ Release key datasets and financial information related to the City's budget and spending, including data requested by the public; and

- ▲ Research and release best practices and recommendations regarding some of the most pressing challenges faced by the city's residents, including gun violence, housing affordability, and inequitable access to City services across the city's neighborhoods.



## FY23-27 STRATEGIC INITIATIVES

The FPD division will continue to produce data-driven and objective reports on policy topics that have key financial impacts for the City of Philadelphia, including analyses on the budget, gun violence, housing affordability, and service delivery, among others. The division will also strive to increase transparency and accessibility for the City's finances and spending, focusing on

the public release of important financial data in an accessible and understandable format. Finally, the division will continue to utilize interactive data visualizations to increase the accessibility of its policy reports and the work of the Controller's Office more broadly, striving to better illustrate how the City spends taxpayer money.

## PROGRAM 4: INVESTIGATIONS

### PROGRAM DESCRIPTION

This program leads all special investigations and investigations into fraud, waste and corruption across the City. It coordinates and undertakes 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 or other issues. The program may refer investigations to the Philadelphia District Attorney's Office, Pennsylvania Attorney General's Office or the U.S. Attorney's Office, as appropriate.

### RECENT ACCOMPLISHMENTS



For the first half of FY22, the Investigations division received 161 complaints, of which 144 (or 89.5%) have been closed/resolved or moved to full investigations. In calendar year 2021, the Investigations division received 310 complaints, an increase of more than 100 complaints as compared to the previous year, of which 284 or 91.5% were closed or resolved. 2021 was the first full year using the new case management system. This the tracking

of cases and ability to cross reference matters more efficient.



In May 2021, the City Controller's Office was invited by the Association of Government Accountants to present the Investigation and Review of the Sheriff's Gun Inventory. Additionally, in August 2021 the Department conducted a follow-up inventory at the Sheriff's Armory. An update will be available by the end of FY22.



The Investigations division continued to develop and strengthen relationships with local, state, and federal law enforcement agencies. In 2021, the Department continued to work successfully with these entities and referred various matters to them for further action.

## FY23 STRATEGIC GOALS

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- ▲ Receive complaints and document them in the case management system. Determine if this complaint or similar complaints was/were previously received by the Controller's Office or other agencies to ensure consistent response and to avoid duplication of resources.
- ▲ Determine nature of complaint, assist public in matters concerning city agencies, resources, and services, and thoroughly investigate cases that require in-depth scrutiny.
- ▲ Work with relevant outside agencies for optimal investigative outcome.



### FY23-27 STRATEGIC INITIATIVES

This division will continue to respond to complaints ranging from political corruption to worker compensation abuse, employee time fraud, residency violations, and any other type of allegations of misspending that is wasteful and/or fraudulent. The Investigations division also will continue to work closely with the Pre-Audit and Audit divisions in the Controller's Office and provide support and assistance when appropriate. The Investigations division will continue to strengthen their relationships with other city

agencies that have overlapping subject-matter jurisdiction to better utilize resources and not duplicate efforts during investigations. Additionally, the Investigations division will continue to collaborate with the Office of the Inspector General in matters concerning deception by contractors doing business with the City as it relates to certification of minority and women's business enterprise and their registration with the Office of Economic Opportunity.

## PROGRAM 5: ADMINISTRATION

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### PROGRAM DESCRIPTION

This division supports the functions and day-to-day operations of the Office of the City Controller, as well as promoting the work of the office and leading other special projects. The Administration division includes Human Resources, Communications, Fiscal, Information Technology, General Counsel, Legislative, and Civic Engagement.

### RECENT ACCOMPLISHMENTS

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In January 2021, the Controller's Office issued a report detailing an independent investigation into the City's response to the civil unrest following the murder of George Floyd. The review was conducted by outside investigative and law enforcement experts, with supported by administration staff. That reported included a community advisory council to ensure the voices of affected communities and businesses were heard in this process. This council idea will be replicated in the upcoming police spending review as mentioned in FY23 strategic goals.



In effort to shed light on the terrible conditions in Philadelphia's prisons and the dangerous conditions our prisons' staff face each day, the Controller's Office, standing with District Council 33 and the Pennsylvania Prison Society, detailed severe understaffing at Philadelphia Prisons and called on the City to address immediately hire hundreds of new guards to address the issue.



The Administration division continued to effectively manage the office during the COVID-19 pandemic, ensuring the safety and well-being of employees while completing myriad projects across all divisions. The IT unit continued to offer high quality technical support to employees working remotely and in office. The division also continued to focus on efficient operations, ensuring high quality work product while carefully monitoring overtime. The Controller's Office used just 50% of its budgeted overtime in FY21.

## FY23 STRATEGIC GOALS

- ▲ In 2021, the Controller’s Office announced that it would undertake a review of the police department focused on its operational and resource deployment, as well as how it compares to other police departments across the country, and its use of best practices in policing. The review is in response to a request from City Council to analyze the more than \$725 million the City spends on police and related functions per year. The Controller’s Office announced the outside experts selected to conduct this review and opened the application process for community input to the review in early 2022. The office anticipates the review to be completed and released to the public in summer 2022.
- ▲ All units within the Administration division will continue to ensure that all Controller’s Office employees have the necessary resources, information, and training to complete and advance their work.
- ▲ All units within the Administration division will continue to support all divisions within the Controller’s Office to produce high quality and accessible work product.



### FY23-27 STRATEGIC INITIATIVES

The Administration division will continue to support all Controller’s Office employees, as well as the efficient and effective operation of the Controller’s Office and the City of Philadelphia more broadly. Additionally, the Administration division will continue to ensure new

employees are hired using diverse hiring best practices. The Controller’s Office will continue to promote diversity and inclusion and provide education and trainings to all staff.

# CITY COUNCIL



## PROGRAMS

### CITY COUNCIL



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/COUNCIL/](https://phila.gov/departments/council/)

## 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.

*Content for this section was prepared by City Council.*

## BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	14,051,449	15,627,138	15,953,058	15,960,750	15,960,750	15,960,750	15,960,750	15,960,750
<b>Class 200 - Contracts/ Leases</b>	2,726,178	2,521,885	2,521,885	2,521,885	2,521,885	2,521,885	2,521,885	2,521,885
<b>Class 300/400 - Materials, Supplies, Equipment</b>	223,919	528,650	528,650	528,650	528,650	528,650	528,650	528,650
<b>Class 500 - Indemnities/ Contributions</b>	8,000	100	100	100	100	100	100	100
<b>Class 800 - Payments to Other Funds</b>	0	100	100	100	100	100	100	100
<b>Class 900 - Advances/Misc. Payments</b>	0	100	100	100	100	100	100	100
<b>Total</b>	17,009,546	18,677,973	19,003,893	19,011,585	19,011,585	19,011,585	19,011,585	19,011,585

## PROGRAM: CITY COUNCIL

### 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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## PROGRAMS

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- TRIALS
- PRE-TRIAL
- INVESTIGATIONS
- LAW
- DETECTIVES
- JUVENILE
- NARCOTICS
- GENERAL SUPPORT –
- COMMUNITY ENGAGEMENT



DEPARTMENT PAGE  
[WWW.PHILLYDA.ORG](http://WWW.PHILLYDA.ORG)

## MISSION

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The mission of the Philadelphia District Attorney's Office (DAO) is to seek justice through a safe, fair, and equitable criminal legal system in Philadelphia. With more than 600 lawyers, detectives and support staff, Philadelphia's DAO is the largest prosecutor's office in Pennsylvania and the third largest in the nation. The DAO is focused on restoring balance to our criminal justice system, ending the era of mass incarceration, and moving beyond the false promises of overly punitive policies.

*Content for this section was prepared by*

## BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	38,421,902	36,562,904	38,812,427	39,428,794	39,642,853	39,642,853	39,642,853	39,642,853
<b>Class 200 - Contracts/ Leases</b>	3,079,896	3,343,738	3,343,738	3,343,738	3,343,738	3,343,738	3,343,738	3,343,738
<b>Class 300/400 - Materials, Supplies, Equipment</b>	522,416	525,017	533,417	533,417	533,417	533,417	533,417	533,417
<b>Class 500 - Indemnities/ Contributions</b>	2,719	0	0	0	0	0	0	0
<b>Total</b>	42,026,933	40,431,659	42,689,582	43,305,949	43,520,008	43,520,008	43,520,008	43,520,008

## PROGRAM1:TRIAL

### PROGRAM DESCRIPTION

The Trial Division is the backbone of the District Attorney's Office providing general and specialized prosecution. It includes the Major Trials Unit, Municipal Court Unit (MC), Family Violence and Sexual Assault (FVSA), and Homicides and Non-Fatal Shootings. This division's work includes the following for nearly all misdemeanor and felony charges in Philadelphia:

- ▲ Preparing and subpoenaing witnesses, victims, and other members of law enforcement for court
- ▲ Providing discovery to opposing counsel
- ▲ Litigating pre-trial motions
- ▲ Offering pleas bargain agreements
- ▲ Prosecuting trials before judge and jury by presenting, examining and submitting evidence
- ▲ Recommending sentences

The trial or preliminary hearings of almost all crimes committed in Philadelphia take place in the First Judicial District's Municipal Court and are handled by attorneys in DAO's Municipal Court Unit. The Municipal Court Unit prosecutors are responsible for handling misdemeanor level cases and most felony level preliminary hearings. Examples of Municipal Court misdemeanor level cases include vehicle theft, DUI, and physical altercations resulting in non-life-threatening injury. Examples of felony level preliminary hearings include robbery, aggravated assaults, and drug dealing.

When felony preliminary hearings are held for trial, the Major Trials Unit assumes most prosecutions. These prosecutions are for some of the most serious crimes. The Major Trials Unit evenhandedly prosecutes a wide variety of felony cases, usually in the Court of Common Pleas, including gunpoint robbery, burglary, aggravated assault, attempted murder, intimidation, violations of the Uniform Firearms Act (UFA) such as illegal gun possession, and possession of a controlled substance with intent to deliver, commonly referred to as drug dealing.

The Family Violence and Sexual Assault Unit handles both misdemeanor and felony level crimes of family violence, sexual assault, child abuse, elder abuse and neglect, intimate-partner violence, physical abuse, child neglect, pornography and exploitation, human trafficking, and failure to register as a sex offender under Megan’s Law. Their work involves prosecuting complex, emotionally charged cases, on behalf of some of the most vulnerable people in the City's communities.

The Homicides and Non-Fatal Shootings Unit prosecutes people who commit the most serious crimes, seeking justice on behalf of victims and their families. Prosecutors in this unit work hard to communicate with victims and their families at every step of the process. The grant-funded Crisis Assistance, Response, and Engagement (CARES) unit Peer Crisis Responders help connect families to resources in the immediate aftermath of a homicide and Victim/Witness Coordinators engage families and connect them to resources as the cases are prepared for trial.

The Homicide and Non-Fatal Shootings Unit is committed to ensuring that prosecutorial discretion is wielded responsibly in all cases and that this power is kept in check by setting up systems to review each prosecutor’s decisions from warrant preparation to trial and sentencing. A committee, comprised of the District Attorney, the two First Assistant District Attorney’s, and unit supervisors meets regularly to review sentence recommendations in every homicide case where the sentence could exceed 15 years in prison.

## RECENT ACCOMPLISHMENTS

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- ▲ Successfully partnered with the Municipal Court to introduce and develop Detention Center Preliminary hearings.
- ▲ Worked with senior administrative staff, the data center and the Office of Innovation and Technology to identify a more efficient electronic discovery tool.
- ▲ Onboarded 31 new assistant district attorneys for the trial division.
- ▲ Consistently staffed 22 Common Pleas courtrooms to steadily prosecute cases both virtually and in-person during the pandemic.
- ▲ Expedited litigation as part of the court's CARP program (Court Accelerated Resolution Program).

- ▲ Successfully cleared the backlog of adult rape preliminary hearings and misdemeanor MC sex crime trials backlog by adding an additional day of hearings per week.
- ▲ Returned to pre-pandemic hearing date scheduling of FVSA cases to accelerate resolutions.
- ▲ Successfully tried and disposed of numerous cases through jury trial, waiver trial, and pleas, helping to minimize the backlog in Common Pleas Court.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET
Number of cases handled quarterly	6,095	6,750	6,750
Median felony case time to disposition from formal arraignment (months) <sup>1</sup>	10.0	9.0	9.0
Median misdemeanor case time to disposition (months) <sup>2</sup>	12.3	8.0	8.0

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<sup>1</sup>To compute this measure, the DAO takes all of the felony cases in Common Pleas (CP) Court that reach a disposition in a given time period and finds the median for all cases of the time elapsed from Formal Arraignment (opening the CP case) to the Disposition Date.

<sup>2</sup>To compute this measure, the DAO takes all of the misdemeanor cases in Municipal Court (MC) that reach a disposition in a given time period and finds the median for all cases of the time elapsed from Preliminary Arraignment (opening the MC case) to the Disposition Date.

## FY23 STRATEGIC GOALS

- ▲ Increasing diversity and inclusion within the division.
- ▲ Encourage feedback regarding engagement in and commitment to reducing implicit bias.
- ▲ Continue reduction in median days to disposition for non-fatal shootings.
- ▲ Continue case review for possible alternative dispositions.
- ▲ Continue to evaluate impact of trial division policies.

## **FY23-27 STRATEGIC INITIATIVES**

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As the largest DAO division, the Trial Division is committed to focusing prosecutorial resources on the drivers of gun violence. The strategic initiative for the Division is to continue working with the Investigative Unit to improve evidence, intelligence and prosecution of drivers of gun violence. The Trial Unit will continue to evaluate firearm case outcomes to improve prosecution strategies and decision making. Success for this unit is not only measured in convictions, but also in recommending appropriate sentences and interventions. The Trial Unit remains focused on increasing conviction rates for drivers of gun violence and individuals who cause harm to others.

As a founding stakeholder in the Group Violence Intervention Program, the DAO continues to fully participate in the investigation, planning and engagement for GVI. Despite COVID related redesigns and constraints, the DAO has participated in identifying almost 600 candidates for custom notifications/services, attended 1,191 attempted custom notifications to date (includes follow-ups) most on nights and weekends.

The ongoing uncertainty surrounding the pandemic, requires the DAO to work with all stakeholders to expand virtual court options and continue to work with the community to explore virtual and non-trial dispositions. The Division will continue to adapt to courtroom constraints, concerns over jury service and limitations from the conditions and logistics for people in custody. Fluctuating case capacity and safety requirements has led to constantly changing court dates and the need to communicate updates to victims and witnesses. Resolving this trial backlog and remedying the racial and gender bias in the criminal legal system is a priority for the Trial Division.

## PROGRAM 2: PRE-TRIAL

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### PROGRAM DESCRIPTION

The Pre-Trial Division is like the air traffic controller of the District Attorney's Office and includes the Charging Unit, Pre-Trial Unit, and Diversion Unit. The Charging Unit promptly reviews submitted evidence for all sight arrests and arrest warrants and determines which cases have sufficient evidence for formal charges to prosecute, makes bail recommendations, and refers cases to appropriate units for prosecution. The Diversion Unit is the gateway to the future of prosecution, utilizing discretion to divert and connect people to resources. Diversion can occur at various stages of prosecution from pre-conviction as an alternative to a trial through post-conviction alternatives to incarceration. These interventions include accepting treatment as a form of accountability for substance abuse to connecting Veterans to their well-earned benefits and services.

The Pre-Trial Unit handles felony cases after preliminary hearings, making plea offers and diversion decisions to dispose of cases as early and fairly as possible, including through pre-trial and evidentiary motions and plea offers. This unit also addresses the collateral consequences of criminal records through review of expungement and commutation motions. The Pre-Trial unit strives to resolve felony cases to ensure outcomes that are in the public's best interest and to wield prosecutorial discretion in ways that best balance the cause of justice with community safety.

### RECENT ACCOMPLISHMENTS

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- ▲ Cleared a backlog of several thousand misdemeanor cases through trials, offers, and prosecutorial discretion.
- ▲ Expedited offers prior to preliminary hearings to further address COVID-19 related backlog.
- ▲ Established a protocol for the expedited review of domestic violence affidavits of probable cause.
- ▲ Successfully restarted almost all problem-solving diversion programs.
- ▲ Expanded diversion options to include more community-based diversions.
- ▲ Reduced bench warrant backlog in partnership with the FJD to create the administrative bench warrant process.

# PERFORMANCE MEASURES

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## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET
Percent of cases diverted from initial charging <sup>1</sup>	5.0%	5.0%	5.0%

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<sup>1</sup>This is the first opportunity for DA-based diversion. There are a number of points at which cases can be diverted after the Pre-Trial phase.

## FY23 STRATEGIC GOALS

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- ▲ Increase diversity and inclusion within the division.
- ▲ Increase the number of successfully diverted cases by 30 percent.
- ▲ Increase the number of social service partners.
- ▲ Increase the number of community organizations partners in Diversion.
- ▲ Reduce the waiting periods for responses to expungement petitions.
- ▲ Continue to work on the Preliminary Arraignment Reporting System “PARS” renovation project with other Criminal Justice System stakeholders.
- ▲ Expand diversionary programs to include more community groups and racially diverse service and treatment providers.

## FY23-27 STRATEGIC INITIATIVES

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The Pre-Trial Unit will continue efforts to decrease reliance on cash bail and to increase non-trial dispositions. Money as a condition for release from pre-trial detention fails to make us safe. It over-incarcerates non-dangerous poor people while under-incarcerating dangerous people with resources. The DAO will continue to collaborate with criminal legal partners and push towards a hold/release model that prioritizes a defendant’s danger to the community and flight-risk over the defendant’s access to resources.

The DAO is working with several stakeholders for further implementation of a public health

approach to substance use focused on harm reduction principles within the criminal legal system. DAO will continue to explore expansion of diversions to meet defendants where they are and connect them to resources without the barrier of cost or the stigma of a conviction. Furthermore, the Division seeks to connect defendants to diverse and qualified service and resource providers. Diversity among service providers is an important step in meeting the needs of diverted defendants.

## **PROGRAM 3: INVESTIGATIONS**

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### **PROGRAM DESCRIPTION**

The Investigations Division's work generally starts before an arrest and relies on experienced Assistant District Attorneys, District Attorney Detectives, support staff, and 21st century prosecution tools to investigate and prosecute complex criminal matters. By investigating select criminal activity, the DAO is being proactive about making a safer and fairer Philadelphia. The Investigations Division focuses on ongoing criminal activity that preys on the poor and the powerless in communities. Focusing on these cases can make a real difference in promoting equity and helping people to escape poverty.

This division includes the Economic Crimes Unit (ECU), the Conviction Integrity Unit (CIU), the Special Investigations Unit (SIU), the Gun Violence Task Force (GVTF), the Dangerous Drug Offenders Unit (DDOU), the Public Nuisance Task Force (PNTF), and the Criminal Intelligence Unit. This division works closely with District Attorney Detectives to investigate and prosecute complex criminal matters, and as subject matter experts regularly collaborates with intragovernmental task forces. Any given week, this division fields hundreds of phone calls and emails from impacted people. The units carefully review and respond to every inquiry including referrals to other appropriate agencies.

### **RECENT ACCOMPLISHMENTS**

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- ▲ Continued successful collaboration with the Philadelphia Police Department (PPD) Major Crimes Unit, the Department of Records, and Register of Wills to prevent and prosecute deed fraud.
- ▲ Concluded a joint investigation with the Philadelphia Police Department Major Crimes Unit spanning the illegal deed transfer of 11 homes resulting in charges against five individuals.
- ▲ Concluded an extensive joint investigation with the Philadelphia Police Department's

Major Crimes Unit with invaluable assistance from the Philadelphia Department of Records, and the Pennsylvania Treasury Department resulting in multiple charges against an individual for their role in the illegal deed transfer of 14 residential properties.

- ▲ Brought multiple charges against eight individuals for their role in a wide-ranging conspiracy to fraudulently obtain and transfer deeds involving 17 properties located across Philadelphia.
- ▲ Investigating numerous claims of governmental abuse and public corruption.
- ▲ Continued to investigate and resolve police-involved shootings.

## **FY23 STRATEGIC GOALS**

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- ▲ Increase diversity and inclusion within the division.
- ▲ Continue investigation of cold cases resulting from DNA discovery.
- ▲ Decrease response time of calls made to the Deed Theft hotline.
- ▲ Increase the number of cases adopted directly from the Detective Divisions as well as increasing investigations of Economic Crimes.
- ▲ Increase training to help Detectives to conduct their investigations of economic crimes in Philadelphia.
- ▲ Investigate and proceed accordingly with matters from the civil unrest.
- ▲ Continue to investigate and resolve police-involved shootings.

## **FY23-27 STRATEGIC INITIATIVES**

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This division will strengthen the Special Investigations Unit (SIU) to meet the demands of public accountability; increase investigations and prosecutions of upper-level drug traffickers, increase the number of cases prosecuted in the Economic Crimes Unit (ECU), and focus on individuals who purchase large quantities of ghost guns or Polymer 80 guns and manufacturing or trafficking those guns to individuals who otherwise cannot get a firearm.

The division will adopt data management practices to securely investigate complex crimes and determine the feasibility of a case management system unique to SIU. It will work with District

Attorney Detectives to build a help desk for Complaints Against Police to facilitate the reporting, tracking and response to these complaints, leading to greater accountability.

Dangerous Drug Offenders (DDOU) will increase investigations of upper-level traffickers and brokers in the region. Building upon the ECU's successes collaborations in the fight against deed theft, the ECU will update its case management systems to better log and track information on cases and offenders, and obtain secure access to computer systems such as civil dockets and other investigative databases to search for LLC's to aid in deed fraud investigations. More training of prosecutors and investigators in all aspects of Economic Crime prosecutions is also a priority.

## **PROGRAM 4: LAW**

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### **PROGRAM DESCRIPTION**

The Law Division handles the District Attorney's Office appellate and post-conviction work in state and federal court. Even after trials, DAO's work continues. This unit is tasked with not just fighting to uphold decisions, but to ensure just decisions.

Appeals can take years to resolve. The Law Division's role in the appeal process is not to simply defend the trial verdict, but to continue the quest for a just and fair outcome for the city, and for everyone involved in the case. The entire team does the work required to ensure all convictions are lawful, correct, and afforded every opportunity for a review. The attorneys, paralegals and support staff who make up this division are dedicated to a fair, individual review of all cases at each step of the process.

The Law Division also includes the Federal Litigation Unit, which is staffed by attorneys with a deep understanding of U.S. Constitutional Law and appellate procedure who represent the Commonwealth in Federal District Court, the U.S. Court of Appeals, and the U.S. Supreme Court, and the Civil Litigation Unit, which represents the District Attorney's Office in civil lawsuits in state and federal court, including those against ten different pharmaceutical companies, as the lead plaintiff for deceptive marketing of opioid products.

The Civil Litigation Unit also drafts contracts, responds to discovery and right-to-know-law requests, and advises on research and human resources for the office.

## RECENT ACCOMPLISHMENTS

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- ▲ Filed briefs and presented oral argument in hundreds of appeals in the Pennsylvania Superior and Supreme Courts; and in the Federal District Court and Third Circuit Court of Appeals.
- ▲ Handled hundreds of Post-Conviction Relief Act cases, defendant's challenging their current sentence and/or finding of guilt, in the court of Common Pleas and presented oral argument and handled evidentiary hearings in many of these cases.
- ▲ Implemented and managed open file discovery process to further DAO goals of transparency and addressing past injustices.
- ▲ Developed remote work systems so that meetings, supervision, mentoring, and training could continue with as little disruption as possible.
- ▲ Supported the office in addressing the numerous legal issues presented by COVID-19 related to court closures and virtual prosecution [e.g., speedy trial; confrontation clause; public access to courts].
- ▲ Onboarded 28 new assistant district attorneys who will handle appellate legal research, writing and litigation.
- ▲ Working with the DATA lab to explore options for improving data management systems to capture appellate work, case outcomes and the impact of appellate decisions.
- ▲ All units in this program participated in officewide implicit bias training.
- ▲ Developed training and mentoring programs for new lawyers.
- ▲ Ongoing litigation surrounding DAO lawsuit against opioid manufacturers.
- ▲ Settlement of civil asset forfeiture litigation.

## FY23 STRATEGIC GOALS

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- ▲ Increase diversity and inclusion within the division.
- ▲ Address PCRA backlog of over 10,000 cases.
- ▲ Continue focus on open file discovery process.

- ▲ Continue careful review of every conviction at the post-trial stage to ensure that justice was served.
- ▲ Expand affirmative civil litigation, including in the environmental space.

## **FY23-27 STRATEGIC INITIATIVES**

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The Law Division will use the appellate courts to both reform aspects of the criminal justice system on a systemic level and to achieve justice in individual cases. It will also expand affirmative civil litigation.

## **PROGRAM 5: DETECTIVES**

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### **PROGRAM DESCRIPTION**

The Detective Division assists the other divisions by investigating crimes referred to the District Attorney's Office in conjunction with prosecutors. Services performed by the Detective Division include witness interviews, evidence recovery and processing, warrant service, the location and transportation of witnesses, service of subpoenas, prisoner transport, and effectuating arrest warrants.

### **RECENT ACCOMPLISHMENTS**

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- ▲ Accomplishments by the Investigative Division would not be possible without the support of the Detective Division.

## **FY23 STRATEGIC GOALS**

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- ▲ This division's work involves active collaboration with units throughout the office. As such, a primary goal of this division will be to utilize the unique skills of the Detectives to support the goals of other divisions in the DAO.
- ▲ Continuing to expand training and resources for Detectives.

## **FY23-27 STRATEGIC INITIATIVES**

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The Detective Division's strategic initiative is improving the training and resources of DAO detectives. As more crime, like deed theft, transitions to being committed entirely digitally the right investigative tools are necessary for investigation and prosecution.

Recording, identifying, and investigating digital fingerprints requires specific training in investigative techniques and software. Training of detectives in areas such as digital evidence recovery is a growing expertise for complex crimes and requires the purchase of equipment and/or computer programs for investigative purposes

## **PROGRAM 6: JUVENILE**

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### **PROGRAM DESCRIPTION**

The Juvenile Division holds accountable youth who commit delinquent acts, seeking justice on behalf of victims and their families, while recognizing the potential for youth rehabilitation and development. The Juvenile Justice System is designed with rehabilitation of youth as the primary goal, and the Juvenile Diversion Unit has expanded several diversion programs aimed at improving school attendance, achieving restorative justice, and connecting youth with opportunities for meaningful engagement.

The goal of this division is to develop holistic responses to address the harm young people cause and promote community service and safety. DAO diversion programs and juvenile justice policies are designed to keep young people caught up in the system from returning as adults, and to bolster the possibility of their leading full and productive lives, all for a safer Philadelphia.

Through non-traditional diversion, the District Attorney's Office holds youth accountable, increases community safety, and facilitates behavior change. This division works closely with a variety of community-based partners to allow for developmentally appropriate diversion programming that can connect young people with case management and additional supports and services including but not limited to housing support, employment assistance, childcare aid, clothing needs, life skills training, transportation assistance, vital document support, and food aid.

Our Juvenile Division policies advance the goals of the District Attorney to hold youth accountable, increase community safety, and facilitate youth redemption, all within a developmentally appropriate framework.

The policies enacted by this division include:

- ▲ Pre-Adjudicatory Offer
- ▲ Juvenile Reporting Consent Decree
- ▲ Juvenile Detention
- ▲ Juvenile Disposition
- ▲ Juvenile Review Hearing
- ▲ The Use of Solitary Confinement
- ▲ Direct File Cases

A detailed description for each of these policies can be found at this [link](#).

## **RECENT ACCOMPLISHMENTS**

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- ▲ The juvenile justice system was the first to open back and begin in person hearings.
- ▲ The division has continued to partner with juvenile justice partners to address intake level decisions to reduce the delays in the release process.
- ▲ Worked with eight different diversion partners to connect youth with internship and/or employment opportunities.
- ▲ Collaborated with the School District of Philadelphia to modify policy to combat the school to prison pipeline.
- ▲ Took steps to ensure the safe and efficient transportation of young people to and from programming.
- ▲ Partnered with additional job readiness/career training programs and unions to provide employment opportunities to diverted youth.
- ▲ Formed partnerships with programs that support youth's academic goals, needs, and concerns.
- ▲ Supported community partners as they helped youth earn roughly \$13,168.60 in restitution in the 2021 calendar year.

# PERFORMANCE MEASURES

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## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET
Number of juvenile cases opened	387	401	401
Percent of cases returned from Adult Court to Juvenile Court <sup>1</sup>	89.0%	95.0%	95.0%

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<sup>1</sup>This number only accounts for juvenile cases in adult court that have been resolved either by being returned to the juvenile system or by being adjudicated in adult court. Pending cases are not counted until they have been resolved, so numbers for more recent quarters are subject to future adjustment up or down.

## FY23 STRATEGIC GOALS

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- ▲ Support the behavioral health needs of diverted youth and families in a more responsive, comprehensive, collaborative way.
- ▲ Work with foundation partners to use data management and performance measurements for internal staff and external partners.
- ▲ Continue to inclusively support all youth of all backgrounds, while ensuring that processes and programs support LGBTQIA identifying youth.
- ▲ Evaluate the success of recent transportation initiatives.
- ▲ Develop feedback loops with external partners for the purpose of cohesively tracking success metrics.

## FY23-27 STRATEGIC INITIATIVES

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The Division will prioritize prevention supports for at-risk youth and expand diversion services for youth and their families. DAO will continue to advocate for practices that reduce the possibility of racial disparities within every layer of juvenile justice—from detention to disposition. That continued advocacy will also be coupled with educating staff on the impact their work has in this regard.

By partnering with outside agencies, the Division will continue to increase the resources available to youth, with an eye towards diversion wherever appropriate. The Division will

continue to collaborate with Department of Behavioral Health and Intellectual disAbility Services, Community Behavioral Health, and pediatricians and psychiatrists from the Children’s Hospital of Philadelphia, with the shared goal of providing families and diverted youth with access to services including, outpatient clinics, multisystemic therapy, sexual reproductive health services, health and wellness interventions, and respite care support.

The Division will continue to analyze data to ensure that diversion decisions address the racial and ethnic disparities that permeate Philadelphia’s Juvenile Justice System, informing the unit’s decision-making and screening. Recurring quality assurance questionnaires and evaluations allow the Juvenile Diversion Unit to ensure that programming is effective at reducing recidivism, restoring victims, and providing youth with competency development in areas such as prosocial skills, independent living skills, moral reasoning skills, academic skills, and workplace development skills. The unit will continue to capitalize on the success of current programming and services, while expanding the search for non-traditional diversion programs tailored to the needs of Philadelphia’s youth.

## **PROGRAM 7: GENERAL SUPPORT – COMMUNITY ENGAGEMENT**

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### **PROGRAM DESCRIPTION**

The General Support program provides Human Resources, Finance, and Technology services to all programs of the DAO. Additionally, the Community Engagement Unit serves as the primary link between the residents of Philadelphia and the DAO. The unit proactively builds relational equity with community residents by implementing programs and initiatives designed to serve the needs of each respective community.

### **RECENT ACCOMPLISHMENTS**

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The Community Engagement Unit has continued to expand outreach and collaboration with community partners through the following:

- ▲ Community Liaisons: Community liaisons are assigned to support the work of the Community Engagement Unit by participating in police, community and civic association meetings.

- ▲ The Police District Advisory Council: Participate in monthly Police District Advisory Council meetings along with community volunteers to discuss quality of life issues and elect officers who meet periodically with the Police Commissioner and Police Command

Staff. To volunteer, contact your local police district.

▲ Neighborhood Listening Tours: Holds neighborhood listening tours to meet with residents, business owners and community leaders, and visit schools, recreation and senior centers. Incoming Assistant District Attorneys, particularly those new to the city, often participate in tours to understand Philadelphia neighborhoods, their current challenges, areas of progress, and opportunities for further improvement.

▲ School Listening Sessions: Facilitates school listening sessions, educating students on topics, such as bullying, peer pressure and gun violence, while hearing what’s on their mind and seeing their perspective on recent happenings as well as the Office’s juvenile programs and policies. DAO also actively connects students and their families to community resources.

▲ Faith-based Leadership Breakfasts: Once a quarter, the unit meets with 100 faith leaders from across the city to discuss criminal justice policies and reforms. DAO is particularly interested in how the Department’s efforts are viewed through their congregations and their communities.

▲ Incident Response: The Community Engagement Unit and others respond to scenes of community unrest, homicides, and more.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET
Number of Annual Community Engagement Events <sup>1</sup>	N/A	240	240

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<sup>1</sup>Due to the impacts of COVID-19 data for FY21 is not available.

## FY23 STRATEGIC GOALS

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- ▲ Increase diversity and inclusion within the DAO.
- ▲ Increase the number of community events attended by ADAs.
- ▲ Increase the number of trauma informed trainings for DAO staff.
- ▲ Increase the amount of professional development opportunities for DAO staff.

## FY23-27 STRATEGIC INITIATIVES

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The General Support Division will continue to further educate residents about the criminal legal system, how it works, and how DAO can change it. The Community Engagement Unit provides quality education about the criminal justice system and builds relational equity with community groups. Through a diverse, inclusive, and effective staff the DAO intends to expand the existing programs of One Stop Job and Resource Hub and innovate programming that engages constituents across community boundaries.

In addition, the General Support Division will continue to refine and improve internal processes and structures to best support staff. This includes technology, communications, and operational infrastructure to meet the needs of 21st century prosecution. Additionally, this modernization and standardization will improve retention and overall employee satisfaction.

# FIRST JUDICIAL DISTRICT OF PENNSYLVANIA



**DEPARTMENT PAGE**

[HTTPS://WWW.COURTS.PHILA.  
GOV/](https://www.courts.phila.gov/)

Pursuant to the Pennsylvania Constitution creating the unified judicial system under the authority of the Supreme Court of Pennsylvania, the courts of the First Judicial District of Pennsylvania (FJD) serve the county and City of Philadelphia.

A strong and independent judiciary is a founding premise of our democratic form of government. Functioning separate and apart from the legislative and executive divisions - the judicial branch is fundamentally responsible for providing an impartial forum for the resolution of disputes, ensuring the rule of law, and the protection of individual rights. The FJD adheres to these principles by guaranteeing access to the court process for all who seek it, by promoting transparency, and by the timely and fair disposition of cases filed.

The judiciary is, by necessity, deliberative. While efficiency of government is laudable, the unique nature of our courts' responsibilities dictate that our primary focus be in taking considered and thoughtful steps to ensure justice, guarantee liberty, resolve disputes, maintain the rule of law, provide equal protection, and ensure due process; thus formulating the foundation of public trust and confidence in our democracy.

*Content for this section was prepared by the First Judicial District of Pennsylvania.*

The First Judicial District of Pennsylvania is organized into several divisions. In the Court of Common Pleas there are three divisions: Trial Division (Criminal and Civil Sections), Family Division (Domestic Relations and Juvenile), and the Orphans' Court Division. The Municipal Court includes the Criminal Division, Civil Division, and the Traffic Division. The courts and judges reflect the values of Philadelphia communities and understand the challenges facing the people who appear in its courtrooms. FJD remains committed to fairness, equality, equity, promoting diversification and shortening the distance between the Court and the community.

For more information related to the FJD, please visit the above-listed webpage. Here you can access information related to the Courts and view the FJD's annual reports.

<https://www.courts.phila.gov/pdf/report/2019-First-Judicial-District-Annual-Report.pdf>

The FJD's Annual Report details accomplishments for each court and division, along with the services and programs provided to the residents of Philadelphia.

## BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	102,667,998	105,324,122	108,874,250	108,950,101	109,797,549	109,797,549	109,797,549	109,797,549
<b>Class 200 - Contracts/ Leases</b>	9,314,949	8,643,039	8,643,039	8,643,039	8,643,039	8,643,039	8,643,039	8,643,039
<b>Class 300/400 - Materials, Supplies, Equipment</b>	2,204,368	2,231,868	2,231,868	2,231,868	2,231,868	2,231,868	2,231,868	2,231,868
<b>Class 500 - Indemnities/ Contributions</b>	125,000	0	0	0	0	0	0	0
<b>Total</b>	114,312,315	116,199,029	119,749,157	119,825,008	120,672,456	120,672,456	120,672,456	120,672,456



# REGISTER OF WILLS

## PROGRAMS

ESTATE ADMINISTRATION  
ORPHAN'S COURT ADMINISTRATION



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/  
REGISTER-OF-WILLS/](https://phila.gov/departments/register-of-wills/)

## MISSION

The Register of Wills & Clerk of Orphans' Court (ROW) serves the residents of Philadelphia with professionalism, compassion, and integrity in overseeing the administration of estates, the issuance of marriage licenses, as well as the fee collection and record keeping of all Philadelphia County Probate Estates, Trusts, Guardian Accounts, and Marriage Licenses and Records.

*Content for this section was prepared by the Register of Wills' Office.*



# BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	4,174,663	3,956,193	3,997,445	4,130,872	4,131,482	4,131,482	4,131,482	4,131,482
<b>Class 200 - Contracts/ Leases</b>	216,264	185,000	185,000	406,959	406,959	406,959	406,959	406,959
<b>Class 300/400 - Materials, Supplies, Equipment</b>	88,253	140,236	140,236	140,236	140,236	140,236	140,236	140,236
<b>Total</b>	4,479,180	4,281,429	4,322,681	4,678,067	4,678,677	4,678,677	4,678,677	4,678,677

## PROGRAM 1: ESTATE ADMINISTRATION

### PROGRAM DESCRIPTION

The Estate Administration program will oversee the probate process for estates in the City of Philadelphia. This includes the issuance of Letters Testamentary and Letters of Administration, the collection of fees and Inheritance Taxes, and the creation and maintenance of the records.

### RECENT ACCOMPLISHMENTS



**PROBATE DEFERMENT INITIATIVE (PDI):** The Register of Wills has successfully initiated the probate deferment program. The program is addressing tangled titles inequalities in the City of Philadelphia. Constituents can probate their estates without incurring any cost during the process.



**PLAN, PREPARE, PROTECT EDUCATIONAL TOUR:** The Register of Wills has successfully implemented the outreach program designed to educate individuals about estate planning and opportunities that are available to the public.

# PERFORMANCE MEASURES

## FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET
Median in-person wait time for Probate Filings (minutes)	35	40	40
Median timeframe to fulfill a research request (days)	8	10	10
Median time from filing to certification	5	5	5

## FY23 STRATEGIC GOALS

- ▲ Introduction of PDI dedicated staff
- ▲ Stabilization of the Register of Wills Historic Archives
- ▲ New IT System

## FY23-27 STRATEGIC INITIATIVES

The Register of Wills Estate Administration Program’s core mission over the next five years will be to continue to educate Philadelphian’s on estate planning, continue its Fee Deferral Program, and stabilize its Archives Collection. The ROW, in order to properly and adequately support the Fee Deferral Program requires additional funding. These services need to have adequate advertising and resources to reach legal communities and underprivileged residents. This will be in conjunction to the continuation of the Estate Administration’s Program of providing essential services, which include virtual, to the community of Philadelphia during the current pandemic.

With the development of a Community Outreach Department, the complexities of the probate process will be simplified through education. By educating the community about proper estate planning, the Register of Wills will be able to proactively address the Tangled Titled Epidemic plaguing Philadelphia. The formation of a Community Outreach Initiative today, will alleviate the Tangled Title problems of tomorrow. The continuation of the Fee Deferral Program has been deemed the immediate solution for the financial hurdles that prohibit many within the Philadelphia community when probating an estate. The Fee Deferral Program works with low-income constituents to develop payment plans, that will increase their ability to navigate the costly pro-

bate process. With the implementation of these two new programs the Register of Wills will be able to execute its mission to reduce poverty and create generational wealth across the City of Philadelphia.

To reinforce the PDI strategy, the Register of Wills will introduce a dedicated team that will handle all PDI and PDI related problems that may arise. The Row will require new funding to onboard dedicated legal staff members to address PDI related issues. The tangled title initiative PDI program has had positive results within the boundaries of Philadelphia and beyond. Additionally, the Register of Wills office will focus on stabilizing its Archive Facility and Historical Documents. After a comprehensive analysis from a vendor at no cost, it has been determined that digitization must begin as soon as possible given the condition of the records. Without this funding, these historical documents pertinent to the history of Philadelphia, are in danger of continuing deterioration and being lost forever. The department has done all it can to preserve the historic records. After 30 years at a previous location the Register of Wills Office moved the records from one location to another to avoid any severe damages that might occur. Unfortunately, the Office cannot put off the digitization project any longer due to the current condition. The office is also seeking a new system that is more efficient with our operation. ROW recently had a state audit and the system incapability to perform certain functions was an inefficiency to internal control policy. ROW will require the system to be replaced at some point. ROW can not be investing money on upgrades when there could be cheaper potential replacement system in the industry.

## PROGRAM 2: ORPHAN'S COURT ADMINISTRATION

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### PROGRAM DESCRIPTION

The Orphans' Court Administration program oversees the creation, maintenance, and associated fees for Trust, Decedent, and Guardian Accounts as well as the issuance of Marriage Licenses in the City of Philadelphia.

### RECENT ACCOMPLISHMENTS

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**NEWLY UPDATED WEBSITE:** The Register of Wills recently joined the Phila.gov platform with the [Register of Wills official website](#), which facilitates the public access to our services or contact information.

## PERFORMANCE MEASURES

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### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET
Median timeframe to review E-Filing, GTS, and Manual petitions (days, weeks, etc.)	55	55	55
Median timeframe for application process (days, weeks, etc.)	19	19	19
Median timeframe to fulfill a request for a copy of a marriage record (days)	7	7	7

### FY23 STRATEGIC GOALS

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- ▲ Stabilization of the Register of Wills historic archives
- ▲ New IT System

### FY23-27 STRATEGIC INITIATIVES

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The Register of Wills office will focus on stabilizing its Archive Facility and Historical Documents. After a comprehensive analysis, it has been determined that additional staffing and proper equipment is essential to secure the integrity of the records housed within the facility, and streamline the process required to access these records. Without this funding, these historical documents pertinent to the history of Philadelphia, are in danger of continuing deterioration. The office is also seeking a new system that is more efficient with our operation. The Office recently had a state audit and the system incapability to perform certain functions was an inefficiency to internal control policy. The Office will require the system to be replaced at some point. The Office can not be investing money on upgrades when there could be cheaper potential replacement system in the industry. The new IT system will replace the counterpoint system used by Marriage Licenses as well.

THE REGISTER OF WILLS IS LEGAL CUSTODIAN OF WILLS AND OTHER HISTORIC RECORDS. THE PHOTOS BELOW ILLUSTRATE THE CONDITION OF ROW BOOKS. ONE OF ROW STRATEGIES ADDRESSES THE IMPORTANCE OF DIGITIZING THESE RECORDS.





# SHERIFF

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## PROGRAMS

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**LAW ENFORCEMENT  
REAL ESTATE SERVICES  
ADMINISTRATION AND ORGANIZATIONAL  
IMPLEMENTATION OF WARRANT,  
PROTECTION FROM ABUSE (PFA) AND  
EXCESS PROCEEDS SEARCH UNITS**



**DEPARTMENT PAGE**  
[PHILA.GOV/DEPARTMENTS/SHERIFF/](https://phila.gov/departments/sheriff/)

## MISSION

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The Sheriff's Office of the City and County of Philadelphia is committed to service, procedural justice, and the sanctity of human life. As the law enforcement arm, for the First Judicial District of surrounding agencies, our duties, as law enforcement professionals, encompass protecting the lives, property, and rights of all people within a framework of service, uncompromising integrity, fiscal responsibility, professionalism, vigilance, and bias-free conduct.

*Content for this section was prepared by*

## BUDGET

	 FY21 ACTUAL	 FY22 ADOPTED BUDGET	 FY22 CURRENT BUDGET	 FY23 ESTIMATE	 FY24 ESTIMATE	 FY25 ESTIMATE	 FY26 ESTIMATE	 FY27 ESTIMATE
<b>Class 100 - Wages</b>	26,258,562	25,192,450	25,386,735	26,844,230	27,893,557	27,893,557	27,893,557	27,893,557
<b>Class 200 - Contracts/ Leases</b>	403,429	1,105,267	1,105,267	1,305,267	1,305,267	1,305,267	1,305,267	1,305,267
<b>Class 300/400 - Materials, Supplies, Equipment</b>	310,669	498,157	548,157	848,157	848,157	848,157	848,157	848,157
<b>Class 500 - Indemnities/ Contributions</b>	664,000	0	0	0	0	0	0	0
<b>Total</b>	27,636,660	26,795,874	27,040,159	28,997,654	30,046,981	30,046,981	30,046,981	30,046,981

## PROGRAM 1: LAW ENFORCEMENT

### PROGRAM DESCRIPTION

As the enforcement arm of the First Judicial District of Pennsylvania, the Sheriff's Office provides security at the City's courtrooms and transports prisoners to and from the courts. The Office executes warrants, orders, and writs, including foreclosures, evictions, protection-from-abuse orders, and confiscation of property. Additionally, the Sheriff's Warrant Unit finds and arrests felons and individuals with outstanding warrants.

### RECENT ACCOMPLISHMENTS



**PROTECTION:** The courts and various City departments regularly request that the Sheriff's Office perform additional law enforcement duties and the Office meets these requests. Some examples include:

- ▲ Provided law enforcement protection during the civil unrest in Spring 2020.
- ▲ Provided law enforcement protection for the City Commissioners' Office during the 2020 National Election cycle.



**TRAINING:** Improved training offered to all law enforcement officers.



**OFFICERS:** Strategically re-assigned officers to certain sites and shifts to improve efficiency and performance.

▲ Assigned officers to the Delaware Valley Intelligence Center, (DVIC), to support joint law enforcement interagency operations.

▲ Assigned officers to the Pennsylvania State Attorney General’s BNI/Federal Gun Violence and Drug Task Force.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET
Percentage of weapons recovered (or verification statements received) in active cases pursuant to Protection-From-Abuse Orders where relinquishment is ordered	14.0%	70%	70%
Incident-free hours at locations secured by Sheriff’s deputies as a function of total locations/hours of coverage	86.2%	100%	100%
Arrests as a percentage of total arrest warrants issued	57.0%	80%	80%
Attempts to serve a warrant as a percentage of total warrants issued	100.0%	70%	70%
Percentage of prisoner transports without incident	Outstanding data	100%	100%

### FY23 STRATEGIC GOALS

- ▲ Support the professional development of all deputies. This goal will be accomplished through continuing the current training program, which includes tactical training and active shooter training.
- ▲ Increase the effectiveness of gun lock distribution and weapon recovery programs.
- ▲ Improve the efficiency of the Sheriff sales process.
- ▲ Educate property owners on how to prevent sale of their properties when possible; and to assist

previous homeowners in retrieving any excess proceeds from the sale of their properties through the Home Asset Recovery Team (H.A.R.T.) program.



## FY23-27 STRATEGIC INITIATIVES

### ▲ PROFESSIONAL DEVELOPMENT:

Increase and improve the quality of uniform personnel, through implementing more intense training, purchasing state of the art equipment, and increasing personnel so that all duty stations can be secured.

▲ **OVERTIME MANAGEMENT:** Enforce overtime protocols. Active management of overtime with documentation of its use.

## PROGRAM 2: REAL ESTATE SERVICES

### PROGRAM DESCRIPTION

By court mandate, the Sheriff's Office executes foreclosures and evictions, sells seized properties at auction, and returns excess funds from sales to former homeowners. The Office carries out the final steps in these processes and, as such, has a pivotal role at a critical juncture for homeowners. The Sheriff will fulfill the promise to bring fairness to foreclosures and evictions by carefully identifying homeowners who are at risk for losing their properties and assisting them through community education programs.

### RECENT ACCOMPLISHMENTS



**PERSONNEL:** Under the leadership of Sheriff Bilal, the Sheriff's Office has made strategic hires of personnel with legal, finance and public relations experience to support real estate services.



**SHERIFF SALES:** The Sheriff has focused on improving the Sheriff sales process in all aspects. The Office plans to make the sales process virtual in April 2021. The Sheriff has established a relationship with vendors, and other counties that have conducted successful virtual sales. Virtual sales will modernize the sales process while making sure as many Philadelphians as possible have access to the process.



**REVIEW OF FEES:** The Sheriff has reviewed all Sheriff sales fees to ensure that they are fair and assessed properly. These fees are a consistent source of income for the city.



**REAL ESTATE TRAINING:** The Sheriff's Office is ensuring that personnel are cross-trained across all real estate functions.



**CASES:** In 2021, the unit received 128 cases and returned to previous property owners, \$2,451,707.08 in excess proceeds.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET
Percentage of targeted vulnerable homeowners who avoided Sheriff Sale as a function of total identified targeted vulnerable homeowners	N/A	70%	70%
Percentage of Sheriff deeds and monies recorded and distributed to proper parties within 30 days of settlement after Sheriff sale	N/A	70%	70%
Percentage of refunds to former property owners completed within 90 days of opening a claim	N/A	80%	80%

## FY23 STRATEGIC GOALS

- ▲ Complete at least five sales per month.
- ▲ Broaden the marketplace and increase the number of participating buyers.
- ▲ Make the process fairer and more accessible to all citizens.
- ▲ Provide information about how to prevent foreclosure.
- ▲ Consistently audit the process to ensure that all phases of Sheriff sales are completely in legal compliance.



## FY23-27 STRATEGIC INITIATIVES

### **PROFESSIONAL SERVICE DELIVERY:**

- ▲ Ensure the virtual sales process is as efficient and accessible as possible. The goal is to make the process state of the art.
- ▲ Respond to all inquiries and claims in a timely manner.
- ▲ The Sheriff is committed to ensuring that all sales processes are handled professionally, and all charges and expenses are correctly applied.

### **FINANCIAL INTEGRITY AND TRANSPARENCY:**

- ▲ The Sheriff is committed to financial integrity and transparency.
- ▲ Sheriff Bilal is implementing procedures and checks so that all assets are properly accounted for and managed efficiently.
- ▲ All escrow monies will be held in custodial accounts.
- ▲ All expenses will be paid out on a timely basis. After liens and assessments all unused proceeds will be dispersed to former owners as soon as possible.
- ▲ Consistent internal audits and reviews will be conducted for all Sheriff Sales procedures.

## **PROGRAM 3: ADMINISTRATION AND ORGANIZATIONAL IMPLEMENTATION**

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### **PROGRAM DESCRIPTION**

Sheriff Bilal is establishing standards that will lead to safety, accountability, positivity, and a productive work environment. The Sheriff's Office is implementing policies and procedures to carefully manage taxpayers' money and to improve efficiency and engagement among its more than 400 employees.

The Office provides 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. Therefore, prioritizing organizational efficiency is of the utmost importance.

## RECENT ACCOMPLISHMENTS



**ACCOUNTING:** The Sheriff has improved the system of internal controls with respect to accounting and cash management. Check processing and accounts payable are reviewed extensively. All disbursements undergo a series of evaluations. Only after this approval process occurs does the Sheriff sign all checks.



**RECORD KEEPING:** The Sheriff has improved all record keeping. The Office is in the process of moving documentation from paper to electronic form.



**EXECUTIVE STAFF:** The Sheriff is building a professional core of deputies who are well trained; she has hired a very competent executive staff.



**COMMUNITY OUTREACH:** The Sheriff has been involved in the community outreach through food giveaways. The Sheriff has strengthened relationships with community stakeholders.

## PERFORMANCE MEASURES

### FY23 PERFORMANCE MEASURES

Measure	 FY21 ACTUAL	 FY22 TARGET	 FY23 TARGET
Overtime as a percentage of overall spending	9.0%	9.0%	9.0%
Percentage of sworn officers trained in Active Shooter, De-escalation, and Anti-Harassment policies	35.0%	100.0%	100.0%
Percentage of ranking officers completing FBI-LEEDA Supervisor Leadership Institute	2.0%	100.0%	100.0%
Average evaluation of the office environment	N/A	70.0%	80.0%

## FY23 STRATEGIC GOALS

- ▲ Continue to improve the systems of internal controls with respect to finance and accounting.
- ▲ Rectify all audit exceptions left over from the previous administrations.
- ▲ Continue to provide more up-to-date training for officers.
- ▲ Update computer and technical equipment.
- ▲ Activation of an Excess Proceeds Search Unit to assist in the return of these funds, to property owners, before they are escheated to the Commonwealth of Pennsylvania.
- ▲ Activation of a PFA Unit that will assume the responsibility of PFA enforcement and the collection of weapons.
- ▲ Activation of a warrants unit to assume an expanded role for executed warrants issued from and within the First Judicial District.



### FY23-27 STRATEGIC INITIATIVES

- ▲ **TRAINING:** The Sheriff will continue professional, specialized training. This includes FBI training, and active shooter training for sworn personnel. The Office will provide supervisory and ethics training for both sworn and civilian personnel.
- ▲ **COMMUNITY OUTREACH:** The Office will continue to provide quality community outreach initiatives, which include community education workshops, gun lock giveaways, and food distribution.
- ▲ **TRAINING SEMINARS/WORKSHOPS:** To educate the public on purchasing real estate through sheriff sales.
- ▲ **TRANSPARENCY:** The Sheriff will continue to create and implement policies, protocols, and procedures that ensure every department runs efficiently and ethically.



# BUDGET OVERVIEW AND PROCESS

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## **THE OFFICE OF THE DIRECTOR OF FINANCE**

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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 as well as other financial functions. The Budget Office 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, the Budget Office is responsible for monitoring operating spending by expenditure class code, department, and fund, and the capital budget by projects, budget lines, funding, historical records of bid awards, cost overruns, as well as other fiscal and project information.

## **ANNUAL BUDGET PROCESS**

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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. There are no consequences for budget passed during the final 30 days of the fiscal year, but passage must occur prior to any spending.

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 budget process timeline is shown below:

## CITY OF PHILADELPHIA ANNUAL BUDGET PROCESS

The City of Philadelphia’s fiscal year (FY) runs from July 1 to June 30

**JULY**

July 1st - Fiscal Year Begins

Controller provides opinions on the Five Year Plan to PICA<sup>1</sup>  
PICA votes on the Five Year Plan within 30 days of passage<sup>2</sup>

Capital and Operating Budget calls and meetings 

**OCTOBER - DECEMBER**

**October:** Capital Budget call

**November:** Capital Budget meetings held with departments and Current Fiscal Year Q1 QCMR released

**December:** Operating Budget call and meetings held with departments

Capital and Operating Budget adjustments made by Council  
PICA Budget Meetings  
City Council Budget Hearings  
City Council passes Budget 

**APRIL - JUNE**

**April/May:** City Council holds Capital and Operating Budget hearings and Current Fiscal Year Q3 QCMR released; PICA conducts meetings with City departments on the upcoming budget

**June:** City Council Budget hearings end; City Council passes annual Budget

 Normal Business Operations

**JULY - SEPTEMBER**

**August:** Prior Fiscal Year Q4 Quarterly City Manager’s Report (QCMR) released



Operating Budget meetings with departments  
Community engagement with City employees, the Budget Equity Committee, residents, and members of city boards and commissions, and various organizations  
Capital and Operating Budget formulation and internal deliberation  
Mayor’s Budget Address & introduction of Budget legislation  
Current Fiscal Year Q2 QCMR released

**JANUARY - MARCH**

**January:** Operating Budget meetings with departments continue

**February:** Current Fiscal Year Q2 QCMR released

**February/March:** Internal deliberations for Capital and Operating Budget; Recommendations prepared for the Mayor; Mayor delivers proposed Operating Budget, Five Year Plan, and Capital Budget and Program

**JUNE**  
June 30th - Fiscal Year Ends

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<sup>1</sup> Dependent on the timing of Council budget approval.  
<sup>2</sup> Dependent on the timing of Council budget approval.

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
Appropriations do 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 Program-Based Budgeting, coordination of 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 vehicle 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 capital appropriations that are not spent or encumbered at year-end must be either carried forward to the next fiscal year (for upcoming use) or are canceled.

## RACIAL EQUITY IN THE BUDGETING PROCESS

To embed racial equity in the internal budget process, the Budget Office in coordination with the Office of Diversity, Equity, and Inclusion incorporates a racial equity lens into the budget process. This includes:

▲ **MINORITY CONTRACTING GOALS:** Operating budget meetings include goal setting for spending with minority, women, and disabled-owned businesses. Goal setting previously was independent of the budget process.

▲ **REVENUE IMPACT DISPARITY ANALYSIS:** As the City considers any new revenue streams or changes to existing rates, the anticipated impacts on communities of color, low-wealth communities, and diverse businesses are evaluated and considered as part of the decision-making process.

▲ **BUDGET EQUITY COMMITTEE:** This committee reviews budget proposals with the goal of assessing the equity impact of proposals on Philadelphia’s communities of color and low-wealth communities.

▲ **MORE OPPORTUNITIES FOR PEOPLE OUTSIDE CITY GOVERNMENT TO INFLUENCE BUDGET PROPOSALS:** In partnership with the Mayor’s Office of Public Engagement and staff throughout City government, feedback is gathered early in the budget development process through focus groups with community organizations, business leadership, the City’s frontline employees, and other groups with the goal of hearing from more voices and perspective during the budget process.

▲ **FY23 BUDGET CALL RACIAL INQUIRY:** These principles and procedures were incorporated in the FY23 Operating Budget Call. Departments are asked to submit information about costs related to continuing existing service, provide justifications for requests for funding for new or expanded programs, and develop spending reduction scenarios. To meet the City’s vision where race is not a determinant of success, and everyone thrives, including LGBTQ+ individuals, women, people with disabilities, low-income households and other historically marginalized and underrepresented groups in Philadelphia, departments were provided a set of questions about racial equity as part of the FY23 Budget Call. These measures were put in place for the City to aim to be more diligent and intentional about creating conditions to dampen historic inequities and improving outcomes for all residents.

Racially equitable budget requests may include:

- Those that support programs or services designed to advance equity
- Increase transit and mobility options
- Improve access to facilities and programs
- Increase diverse representation at all leadership levels and advance a more inclusive workspace
- Minimize negative impacts for communities of color, and other marginalized groups.

Below are the seven FY23 Racial Equity Budget Questions provided to Departments during the FY23 Budget Call. The results of these questionnaires were used by the racial equity consultant group to create a racial equity value-based rubric to assess the equity impact of new funding requests.

1. Please briefly describe how the core functions of your agency intersect with the City's vision for racial equity. What major areas of opportunity are there for you to advance racial equity as part of the core work your department performs?
2. What critical programs or policies does your office administer (or plan to administer) with your current budget to improve racial equity? Please make sure to reference any critical workforce equity programs or policies.
  - a. For each critical program or policy briefly describe key observable (a) strengths, (b) challenges or weaknesses, (c) opportunities, and (d) threats relative to advancing racial equity.
  - b. For each critical program or policy briefly describe performance impacts. In the case of continuing programs or policies, please provide information on impact to date. What impact have they had on output and outcomes measures related to racial equity?
3. Please briefly describe how is your department using its budget to create an inclusive, anti-racist workplace, including shifting internal cultural practices, and hiring and promotional policies, if at all?
4. How has your department involved or how do you plan to involve internal and/or external stakeholders, including marginalized communities of color, in your department's budget process and program/policy design? What are your transparent processes for budget deliberations and prioritization with respect to racial equity impact?
5. Is there anything else you would like the Budget Office to know about the racial equity impacts of your budget proposal(s)?
6. If applicable, what new critical programs or policies (indicated with "New Request" in your budget proposal) does your office propose to administer to improve racial equity?
  - a. For each new critical program or policy referenced above ("New Requests"), please briefly describe performance impacts. What impact will these requests each have on output and outcomes measures related to racial equity?
7. If applicable, what new critical programs or policies (indicated with "New Request" in your budget proposal) does your office propose to administer to improve racial equity?
  - a. For each new critical program or policy referenced above ("New Requests"), please briefly describe performance impacts. What impact will these requests each have on output and outcomes measures related to racial equity?

## COMMUNITY ENGAGEMENT IN THE BUDGET PROCESS

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Building off the inquiry surrounding City department budgets and racial equity, the City engaged in a comprehensive community engagement process. The City replaced last year's Budget survey process to engage with focus groups to be more demographically representative of Philadelphia communities. While this approach did not allow for as many people to engage in this deeper process of engagement, it did better reflect a wider representation of Philadelphians' preferences and priorities.

The City adjusted outreach approaches to better engage Black and Brown Philadelphians by holding focus group sessions that were more demographically representative than past outreach efforts, and by hosting a budget-focused virtual town hall. This approach provided deeper quality engagement with a demographically representative group of Philadelphians, but this also meant that fewer individuals were involved in the process because the nature of running community focus groups requires more in-depth preparation versus blanketed online surveys. COVID-19 required focus groups to occur online, with outreach reliant primarily on social media accounts and targeted in person flyer and material drop offs.

Emphasis on accessibility, community outreach, equitable engagement, providing more sessions for residents, as well as financial compensation were key focuses of the FY23 Budget Engagement Plan. Although the sessions had to be held virtually due to COVID-19 health concerns, this year's engagement provided more opportunities for residents to have their voice heard, City employees to reflect their experiences and share insight, and grass-top leaders to share their expertise. In addition to adjusting strategies to increase equitable engagement, the City utilized strategies to increase language, digital, and disability access in the engagement process.

### **FY23 BUDGET COMMUNITY ENGAGEMENT:**

The City held over 20 community engagement sessions with 500+ community members. Participants ranged from residents, leaders from businesses, non-profits, arts and cultural organizations, as well as City employees across departments to share their thoughts, concerns, and ideas.

Community focus group sessions covered citywide concerns, perspective, lived experiences, providing the public with insight to how the City budget works and idea sharing for citywide issues. Overall, this process was an advancement in terms of garnering more diverse perspectives, identities, experiences and ideas of Philadelphian resident. However, further effort is needed to engage members of immigrant communities, hourly workers, and others who have been left out of these conversations. Below is an overview of the variety of engagement sessions conducted by the Budget Office followed by the priorities and concerns voices by each group.

## ENGAGEMENT CONDUCTED

- ▲ Nine Community Focus Groups with 94 community members and One Virtual Town Hall with 188 community members. *Community focus groups compared to FY22 efforts, tripled the share of Black Philadelphian's participating to 36 percent overall*
- ▲ Five Grasstops Focus Groups with 70+ representatives from business, arts, and City boards present
- ▲ Six Employee Focus Groups with 140+ City employees

## PRIORITIES, PREFERENCES AND OVERALL CONCERNS:

The most common themes from all the sessions were: public spaces, public safety, streets and sanitation, and racial equity. A breakdown by engagement type is shown below.

### ▲ Community Focus Groups & Town Hall

- Public Safety
- Public Spaces & Parks
- Street & Sanitation
- Racial Equity

### ▲ Grasstops Focus Groups

- Arts & Culture
- Public Safety
- Racial Equity
- Streets & Sanitation

### ▲ City Employee Focus Groups

- Education
- Racial Equity
- Public Safety
- Streets & Sanitation

## OPERATING BUDGET

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Submitted on an annual basis, the Operating Budget is 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 1st and ends on June 30th of the following calendar year.

### EXPENDITURE CLASSES

<b>Class 100</b>	<b>Personnel Services</b>
<b>Class 200</b>	<b>Purchase of Services</b>
<b>Class 300</b>	<b>Materials &amp; Supplies</b>
<b>Class 400</b>	<b>Equipment</b>
<b>Class 500</b>	<b>Contributions, Indemnities, Taxes</b>
<b>Class 700</b>	<b>Debt Service</b>
<b>Class 800</b>	<b>Payments to Other Funds</b>
<b>Class 900</b>	<b>Advances; Other Miscellaneous Payments</b>

The operating funds of the City, consisting of the General Fund, ten 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, Budget Stabilization Reserve and Housing Trust Funds) and two Enterprise Funds (Water and Aviation) which make payments into and receive payments from the General Fund, require 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 (shown above).

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 consider any deficits and surpluses to the extent necessary. All transfers between departments or major classes (except for materials and supplies and equipment, which are appropriated together) within the General Fund 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 – factors that will drive spending and revenues that are beyond the control of city management, such as debt service payments and utility payments to PECO or Philadelphia Gas Works, whom determine their own utility rates. 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. Departments submit their budget request which include the potential impact of their spending, which are then compiled and used by the Budget Office to discuss departmental requests (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, the Budget Office 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**

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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, specialized vehicles, and public buildings. The Capital Program is prepared annually by the City Planning Commission and the Budget Office 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 Obligation 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).

## EXPENDITURE CLASS

Class 600	Real Property
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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 the Budget Office 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 City Planning Commission must vote on the Capital Budget and Program before the Mayor submits to City Council. 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.

# BASIS OF BUDGETING AND FINANCIAL POLICIES

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## BASIS OF BUDGETING

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The basis of budgeting describes how the City of Philadelphia performs its budgeting. Philadelphia’s budget is prepared on a modified accrual basis in accordance with generally accepted standards.

In the modified accrual basis of budgeting, 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 (e.g. vacations and sick leave) and claims and judgments, are recorded only when payment is due; however, those expenditures may be accrued if cash is available. The City’s Financial Plan reflects balanced budgets for each fiscal year.

The City, through the Budget Office, estimates General Fund revenues. The Budget Office provides forecasts of major taxes – Wage and Earnings Tax, Parking Tax, Business Income and Receipts Tax, Real Estate Transfer Tax, Sales Tax, and Net Profits Tax, as well as the estimates for the other categories.

Tax projections for the Five Year Plan are developed by the Budget Office 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 the six taxes described above.

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 2021) 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 (FY21), on a GAAP basis only half of the revenue can be accounted for in that fiscal year (FY21). The other half of the tax revenue would need to be accounted for in the next fiscal year (FY22). 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

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The Pennsylvania Intergovernmental Cooperation Authority (PICA) was created on June 5, 1991, by the PICA Act for Cities of the First Class (the "PICA Act"). PICA was created by the state to prevent the City from going into bankruptcy. 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 is set to sunset in 2023. Legislation has been introduced at the state level to extend the PICA Act to 2047.

The PICA Act requires the City to annually develop a five year financial plan and 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.

## EXPENDITURE POLICIES

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**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.



**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.



**DEBT MANAGEMENT:** To monitor the City's debt levels and overall financial flexibility (the balance between fixed costs and available resources), the City Treasurer's Office watches 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. Other major fixed costs include retiree medical costs and debt service payments. The Executive Director of the Sinking Fund Commission is responsible for making debt service payments.

- ▲ Tax Supported Debt Service (excluding Pension Obligation Bond Debt Service) as a percentage of General Fund Expenditures should not exceed 6%
- ▲ Tax Supported Debt Service (excluding Pension Obligation Bond Debt Service) plus other Fixed Payments as a percentage of General Fund Expenditures should not exceed 7%
- ▲ Tax Supported Debt Service plus Other Fixed Payments and Pension Costs (including Pension Obligation Bond Debt Service) as a percentage of General Fund Expenditures should not exceed 20%
- ▲ 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%

These ratios are shown below, both historically and projected:

	 <b>TARGET</b>	 <b>2019</b>	 <b>2020</b>	 <b>2021</b>	 <b>2022</b> (1 <sup>ST</sup> QRT QCMR EST.)	 <b>2023</b> (PROPOSED)
<b>Tax Supported Debt Service (excluding Pension Bonds)<sup>1</sup></b>	<b>6%</b>	5.4%	5.2%	5.8%	5.5%	4.6%
<b>Tax Supported Debt Service plus other Fixed Payments<sup>2</sup></b>	<b>7%</b>	6.0%	5.7%	6.3%	6.0%	5.0%
<b>Tax Supported Debt Service plus other Fixed Payments and Pension Costs<sup>3</sup></b>	<b>20%</b>	20.6%	19.0%	19.0%	18.7%	22.7%
<b>Variable Rate Debt as % of General Fund Debt</b>	<b>35%</b>	9.7%	4.7%	4.7%	4.0%	3.9%
<b>Un-hedged Variable Rate Debt as % of General Fund Debt<sup>4</sup></b>	<b>15%</b>	0.0%	0.0%	0.0%	0.0%	0.0%

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<sup>1</sup>“Tax Supported Debt Service” is defined as debt service on general obligation bonds and other tax-supported debt less any self-supporting general obligation debt. This excludes PICA debt service, other fixed payments, and all pension related obligations.

<sup>2</sup>This measure includes fixed payments to other entities, including amounts payable by the City under the Convention Center Operation Agreement among the City, 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). This excludes PICA debt service, and all pension related obligations.

<sup>3</sup>This measure includes pension obligation debt service, and the portion of the MMO that goes toward paying the unfunded liability (MMO less normal cost). While a target of 20% is higher than is preferable, it is the lowest threshold that allows the City to continue to invest in its infrastructure, given the large proportion of the budget that is consumed by pension costs. This ratio is in line with large cities rated in the ‘A’ category by Moody’s.

<sup>4</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.

# GLOSSARY



**ACCRUAL(S):** Earned revenues and incurred expenses that have an overall impact on an income statement.

**ACTUAL(S):** How much revenue has actually been generated or how much money an account has actually been obligated 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.

**AMORTIZATION:** The repaying of debt over time in regular installments of interest and principal sufficient to repay the loan in full by maturity.

**ANNUAL COMPREHENSIVE FINANCIAL REPORT (ACFR):** The Annual Comprehensive Financial Report 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.

**ANNUAL OPERATING BUDGET:** The document prepared by the Budget Office and supporting staff representing the adopted budget of operating funds 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).

**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.

**AUDIT:** An objective examination and evaluation of the financial statements of an organization to ensure its records are a fair and accurate representation of transactions they claim to represent.

**BALANCED BUDGET:** When total revenues are equal to or greater than total expenses.

**BILL:** Proposed law under consideration by City Council.

**BOND(S):** A debt security issued by the municipality to finance its capital expenditures, such as the construction of buildings or repairs to roofs.

**BUDGET:** An estimate of revenues and expenses for a fiscal year.

**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 appropriations 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. The Water Department, Division of Aviation, and Philadelphia Gas Works pay interest and principal out of their own revenue streams. 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.

**DEPRECIATION:** An accounting method of allocating the cost of a tangible asset over its useful life, used to account for declines in value.

**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.

**ENTERPRISE FUND:** These funds are used by the City to account for the financial activity of the City's operations for which customers are charged a user fee. The City has two Enterprise Funds: the Water Fund and the Aviation fund.

**EXOGENOUS VARIABLES:** Expenditure variables that are independent from other variables in the budget. The Budget Office issues an annual call for exogenous variable estimates for projected City expenditures on items such as insurance, 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 2021 (FY21) began July 1, 2020 and will end June 30, 2021.

**FIVE YEAR PLAN (FYP):** 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.

**FULL-TIME EQUIVALENT (FTE):** A unit that indicates the workload of an employed person in a way that makes workloads comparable across various contexts.

**FUND:** A sum of money saved or made available for a particular purpose.

**FUND BALANCE:** The amount of money remaining in a 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 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.

**GOVERNMENTAL FUND:** Funds generally used to account for tax-supported activities. There are five different types of governmental funds; the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

**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, Queer/Questioning, and Others.

**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 non-profit 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.

**MODIFIED ACCRUAL:** An accounting method commonly used by government agencies that combines accrual-basis accounting with cash-basis accounting, which recognizes revenues when they become available and measurable and, with a few exceptions, recognizes expenditures when liabilities are incurred.

**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 by the Commonwealth of Pennsylvania 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.

**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 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 Budget Office 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.

# GENERAL FUND SUMMARY TABLES

CITY OF PHILADELPHIA  
 GENERAL FUND  
 FY 2023-27 FIVE YEAR FINANCIAL PLAN  
 SUMMARY BY CLASS

Expenditure Class	FY 21 Actuals	FY 22 Budgeted	FY 22 Projected	FY 23 Projected	FY 24 Projected	FY 25 Projected	FY 26 Projected	FY 27 Projected
<b>Class 100 - Wages</b>	1,811,423,186	1,888,766,172	1,950,812,886	2,040,110,421	2,099,430,862	2,102,165,668	2,102,423,496	2,102,431,496
<b>Class 100 - Benefits</b>	1,270,300,692	1,438,592,740	1,504,787,108	1,603,396,709	1,648,251,663	1,696,759,848	1,744,569,148	1,774,811,034
<b>Class 200 - Contracts / Leases</b>	946,217,646	1,094,526,045	1,087,960,431	1,167,058,871	1,167,087,379	1,151,085,469	1,157,010,585	1,166,543,400
<b>Class 300/400 - Supplies, Equipment</b>	90,939,960	118,809,048	142,427,536	128,773,388	121,709,518	118,277,310	117,429,871	117,138,893
<b>Class 500 - Indemnities / Contributions</b>	367,986,598	386,793,063	381,357,063	385,542,303	396,896,035	402,732,968	402,432,968	402,432,968
<b>Class 700 - Debt Service</b>	178,543,269	192,666,858	192,666,858	193,710,223	223,997,422	236,096,071	250,117,554	260,568,820
<b>Class 800 - Payments to Other Funds</b>	52,342,197	48,791,974	42,051,974	63,260,628	66,008,788	110,782,292	70,468,859	72,356,432
<b>Class 900 - Advances / Misc. Payments</b>	0	100,000,100	15,630,085	30,566,457	38,047,526	60,000,100	65,000,100	60,000,100
<b>Total</b>	<b>4,717,753,548</b>	<b>5,268,946,000</b>	<b>5,317,693,941</b>	<b>5,612,419,000</b>	<b>5,761,429,193</b>	<b>5,877,899,726</b>	<b>5,909,452,581</b>	<b>5,956,283,143</b>

**City of Philadelphia**  
**FY 2023 - 2027 Five Year Financial Plan**  
**General Fund**  
**Summary by Department**

<b>Department</b>	<b>FY 21 Actuals</b>	<b>FY 22 Budgeted</b>	<b>FY 22 Projected</b>	<b>FY 23 Projected</b>	<b>FY 24 Projected</b>	<b>FY 25 Projected</b>	<b>FY 26 Projected</b>	<b>FY 27 Projected</b>
Art Museum	2,040,000	2,040,000	2,040,000	2,040,000	2,040,000	2,040,000	2,040,000	2,040,000
Auditing	9,824,760	9,853,289	10,308,438	10,751,398	11,007,915	11,007,915	11,007,915	11,007,915
Board of Ethics	817,525	975,196	998,750	1,160,255	1,167,053	1,167,053	1,167,053	1,167,053
Board of Revision of Taxes	1,049,649	1,053,462	1,074,975	1,085,987	1,090,150	1,090,150	1,090,150	1,090,150
City Commissioners	20,871,241	18,046,852	22,369,560	22,825,922	23,184,465	26,931,295	23,184,465	23,184,465
City Council	17,009,546	18,677,973	19,003,893	19,011,585	19,011,585	19,011,585	19,011,585	19,011,585
City Treasurer	1,714,804	4,740,997	4,651,040	4,693,585	4,715,403	4,715,403	4,715,403	4,715,403
Civil Service Commission	170,033	207,742	210,538	211,582	213,651	213,651	213,651	213,651
Civil Service Comm - Provision for Future Labor Obligations	0	25,000,000	5,629,985	10,566,357	18,047,426	40,000,000	40,000,000	40,000,000
Commerce	3,322,013	14,640,094	14,268,497	14,450,758	14,630,290	11,633,454	11,633,454	11,633,454
Commerce - Convention Center Subsidy	15,010,679	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Commerce - Economic Stimulus	2,957,678	6,015,000	5,834,550	13,334,550	13,334,550	13,334,550	13,334,550	13,334,550
District Attorney	42,026,933	40,431,659	42,689,582	43,305,949	43,520,008	43,520,008	43,520,008	43,520,008
Finance	56,342,371	41,126,320	30,655,754	19,226,055	18,848,811	19,697,014	20,363,071	21,060,396
Finance-Reg #32	2,167,137	2,293,165	2,293,165	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000
Finance-Budget Stabilization	0	0	0	0	0	42,252,000	0	0
Finance - Recession and Reopening Reserve	0	75,000,000	10,000,000	20,000,000	20,000,000	20,000,000	25,000,000	20,000,000
Finance - Community College Subsidy	41,628,751	48,128,075	48,128,075	50,106,653	50,860,996	50,758,698	50,758,698	50,758,698
Finance - Employee Benefits	1,270,300,692	1,438,592,740	1,504,787,108	1,603,396,709	1,648,251,663	1,696,759,848	1,744,569,148	1,774,811,034
Finance - Hero Awards	0	25,000	54,000	50,000	50,000	50,000	50,000	50,000
Finance - Payment to Housing Trust Fund	0	0	0	27,922,480	28,663,827	29,033,073	29,400,262	29,633,249
Finance - Indemnities	-5,535,036	49,246,000	49,246,000	49,246,000	49,246,000	49,246,000	49,246,000	49,246,000
Finance - Refunds	14,153	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Finance - School District Contribution	252,578,558	255,953,201	255,953,201	269,953,201	282,052,590	288,191,821	288,191,821	288,191,821

**City of Philadelphia**  
**FY 2023 - 2027 Five Year Financial Plan**  
**General Fund**  
**Summary by Department**

<b>Department</b>	<b>FY 21 Actuals</b>	<b>FY 22 Budgeted</b>	<b>FY 22 Projected</b>	<b>FY 23 Projected</b>	<b>FY 24 Projected</b>	<b>FY 25 Projected</b>	<b>FY 26 Projected</b>	<b>FY 27 Projected</b>
Finance - Witness Fees	31,007	171,518	171,518	171,518	171,518	171,518	171,518	171,518
Fire	344,502,428	361,066,229	373,167,463	380,841,258	393,418,044	393,517,198	393,751,150	393,912,876
First Judicial District	114,312,315	116,199,029	119,749,157	119,825,008	120,672,456	120,672,456	120,672,456	120,672,456
Fleet Services	41,916,725	45,346,718	50,074,107	49,192,243	49,913,365	49,913,365	49,913,365	49,913,365
Fleet Services - Vehicle Lease/Purchases	13,352,566	9,745,852	9,745,852	9,307,852	9,307,852	9,307,852	9,307,852	9,307,852
Free Library	40,116,664	42,786,864	45,326,677	55,758,821	57,233,516	57,348,014	57,439,990	57,439,990
Human Relations Commission	2,285,473	2,387,728	2,526,595	2,566,553	2,638,156	2,638,156	2,638,156	2,638,156
Human Services	154,211,458	178,273,808	181,234,022	187,906,530	187,980,402	188,730,402	189,480,402	189,480,402
Labor	2,377,751	3,313,659	3,418,494	3,901,308	3,913,690	3,923,131	3,918,506	3,918,506
Law	16,219,764	18,947,270	21,872,000	21,477,730	21,589,797	21,589,797	21,589,797	21,589,797
Licenses & Inspections	37,334,864	38,934,445	40,049,086	40,545,935	41,336,102	41,386,102	41,386,102	41,386,102
L&I: Board of Building Standards	85,061	82,018	82,151	84,116	86,609	86,609	86,609	86,609
L&I: Board of L+I Review	129,012	176,071	181,598	180,813	182,543	182,543	182,543	182,543
Managing Director	63,448,139	125,584,461	108,071,700	124,721,416	112,970,451	93,506,208	93,663,041	93,719,577
Managing Director - Legal Services	50,635,963	52,404,449	52,404,449	52,487,199	52,487,199	52,487,199	52,487,199	52,487,199
Mayor	6,480,074	6,714,201	6,832,234	6,970,628	6,920,628	6,920,628	6,920,628	6,920,628
Mayor - Scholarships	196,500	100,000	135,000	100,000	100,000	100,000	100,000	100,000
Mayor - Office of Chief Administrative Officer	5,822,476	10,944,536	7,736,085	14,647,948	6,695,594	6,695,594	6,695,594	6,695,594
Office of Children and Families	418,820	442,000	447,742	453,946	453,946	453,946	453,946	453,946
Mayor's Office of Community Empowerment and Opportunity	45,000	1,509,000	1,509,000	1,895,000	1,895,000	1,895,000	1,895,000	1,895,000
Mural Arts Program	2,122,763	2,652,179	2,659,013	2,518,685	2,518,685	2,518,685	2,518,685	2,518,685
Office of Behavioral Health and Intellectual disAbilities	15,477,402	23,546,932	23,579,056	27,278,423	24,895,775	24,870,030	24,832,003	24,832,003
Office of Homeless Services	44,781,994	55,321,342	56,258,172	68,896,752	72,784,693	63,411,146	63,411,146	63,411,146
Office of Human Resources	5,717,867	6,470,804	6,623,583	6,788,620	7,267,159	6,953,159	7,299,159	6,977,159

**City of Philadelphia**  
**FY 2023 - 2027 Five Year Financial Plan**  
**General Fund**  
**Summary by Department**

<b>Department</b>	<b>FY 21 Actuals</b>	<b>FY 22 Budgeted</b>	<b>FY 22 Projected</b>	<b>FY 23 Projected</b>	<b>FY 24 Projected</b>	<b>FY 25 Projected</b>	<b>FY 26 Projected</b>	<b>FY 27 Projected</b>
Office of Innovation and Technology	75,346,693	78,787,583	90,129,051	87,099,381	88,261,792	93,727,593	94,275,412	94,960,185
Office of Innovation and Technology - 911	15,411,322	31,334,577	31,334,577	29,631,412	27,430,422	25,527,829	25,527,829	24,718,267
Office of Inspector General	1,369,200	1,607,423	1,581,202	2,251,600	2,251,600	2,251,600	2,251,600	2,251,600
Office of Property Assessment	15,213,643	16,783,833	17,223,695	17,813,397	18,230,800	18,230,800	18,230,800	18,230,800
Office of Sustainability	1,081,900	1,574,587	1,537,959	1,317,482	1,317,482	1,317,482	1,267,482	1,267,482
Parks and Recreation	52,622,772	62,564,553	65,369,958	68,146,068	68,864,294	68,476,196	68,537,902	68,537,902
Planning & Development	14,706,453	17,073,828	17,428,742	12,664,694	12,812,671	12,562,671	12,562,671	12,562,671
Police	759,140,543	729,347,734	758,034,454	781,766,867	809,508,493	811,160,945	811,160,945	811,160,945
Prisons	219,172,828	237,651,313	251,402,740	246,068,033	246,385,590	246,401,354	245,860,137	245,860,137
Procurement	5,856,103	6,056,338	6,185,836	6,769,113	6,928,372	6,928,372	6,928,372	6,928,372
Public Health	156,193,405	163,004,196	165,091,188	159,137,489	157,915,727	155,963,761	155,973,163	155,973,163
Public Property	64,650,999	73,425,346	73,915,244	76,832,391	79,059,408	81,113,186	82,836,323	84,410,161
Public Property - SEPTA Subsidy	84,608,000	91,214,000	91,214,000	100,699,000	104,827,000	108,421,000	112,150,000	115,971,000
Public Property - Space Rentals	25,007,711	30,631,626	32,345,243	31,124,135	32,021,595	32,810,890	33,551,437	34,523,007
Public Property - Utilities	23,599,406	24,875,748	24,875,748	25,291,034	26,200,634	27,087,860	28,004,736	28,950,588
Records	3,671,829	3,912,713	4,162,493	4,267,165	4,358,072	4,258,072	4,258,072	4,258,072
Register of Wills	4,479,180	4,281,429	4,322,681	4,678,067	4,678,677	4,678,677	4,678,677	4,678,677
Revenue	27,834,085	26,943,273	26,614,882	26,637,568	27,239,429	27,239,429	27,239,429	27,239,429
Sheriff	27,636,660	26,795,874	27,040,159	28,997,654	30,046,981	30,046,981	30,046,981	30,046,981
Sinking Fund Commission (Debt Service)	273,785,517	297,227,515	293,227,515	308,797,721	348,383,959	365,954,985	379,119,520	392,694,151
Streets	170,031,726	173,434,633	175,354,709	212,521,401	219,286,632	215,757,787	217,629,012	217,629,012
<b>Total</b>	<b>4,717,753,548</b>	<b>5,268,946,000</b>	<b>5,317,693,941</b>	<b>5,612,419,000</b>	<b>5,761,429,193</b>	<b>5,877,899,726</b>	<b>5,909,452,581</b>	<b>5,956,283,143</b>

CITY OF PHILADELPHIA

GENERAL FUND

FY 2023-2027 FIVE YEAR FINANCIAL PLAN

MAJOR TAXES (\$ IN MILLIONS) WITH PERCENTAGE CHANGE FROM PREVIOUS YEARS

Tax	Actual FY21	Projected FY22	Projected FY23	Projected FY24	Projected FY25	Projected FY26	Projected FY27
<b>Wage &amp; Net Profits - Current &amp; Prior</b>	1,495.1	1,573.3	1,681.8	1,754.8	1,832.8	1,909.0	1,986.9
<b>% change from prior year</b>	n.a.	5.2%	6.9%	4.3%	4.4%	4.2%	4.1%
<b>Real Property - Current &amp; Prior</b>	723.3	726.7	760.3	798.1	836.7	865.0	898.6
<b>% change from prior year</b>	n.a.	0.5%	4.6%	5.0%	4.8%	3.4%	3.9%
<b>Business Income &amp; Receipts - Current &amp; Prior</b>	541.6	545.2	611.1	627.0	634.5	655.5	678.7
<b>% change from prior year</b>	n.a.	0.7%	12.1%	2.6%	1.2%	3.3%	3.5%
<b>Sales</b>	230.4	268.4	277.6	289.2	302.1	315.7	329.1
<b>% change from prior year</b>	n.a.	16.5%	3.4%	4.2%	4.5%	4.5%	4.2%
<b>Real Property Transfer</b>	304.0	313.0	299.6	299.8	302.0	305.8	310.9
<b>% change from prior year</b>	n.a.	3.0%	-4.3%	0.1%	0.7%	1.3%	1.7%
<b>Parking</b>	53.2	88.3	93.1	95.8	98.7	101.6	104.4
<b>% change from prior year</b>	n.a.	66.0%	5.4%	2.9%	3.0%	2.9%	2.8%
<b>Philadelphia Beverage</b>	70.2	76.9	77.9	78.8	78.0	77.6	77.3
<b>% change from prior year</b>	n.a.	9.5%	1.3%	1.2%	-1.0%	-0.5%	-0.4%
<b>Other Taxes</b>	6.1	33.1	42.2	42.9	43.9	44.7	45.3
<b>% change from prior year</b>	n.a.	442.6%	27.5%	1.7%	2.3%	1.8%	1.3%
<b>Total Taxes</b>	<b><u>3,423.9</u></b>	<b><u>3,624.9</u></b>	<b><u>3,843.6</u></b>	<b><u>3,986.4</u></b>	<b><u>4,128.7</u></b>	<b><u>4,274.9</u></b>	<b><u>4,431.2</u></b>
<b>% Change from prior year</b>		<b>5.9%</b>	<b>6.0%</b>	<b>3.7%</b>	<b>3.6%</b>	<b>3.5%</b>	<b>3.7%</b>

Note: Wage & Net Profits Taxes include a one-year non-resident rate increase in FY21 and rate decreases to both components in FY22 only. Wage tax does not include the PICA portion. Parking Tax includes a one-year rate increase from 22.5% to 25% effective July 1, 2020; the rate was returned to 22.5% in FY22. Development Impact Tax became effective on January 1, 2022, where a \$1 levy will be collected for each \$100 improvement of residential space.

**CITY OF PHILADELPHIA  
GENERAL FUND  
FY 2023-2027 FIVE YEAR FINANCIAL PLAN  
ESTIMATED FRINGE BENEFIT ALLOCATION**

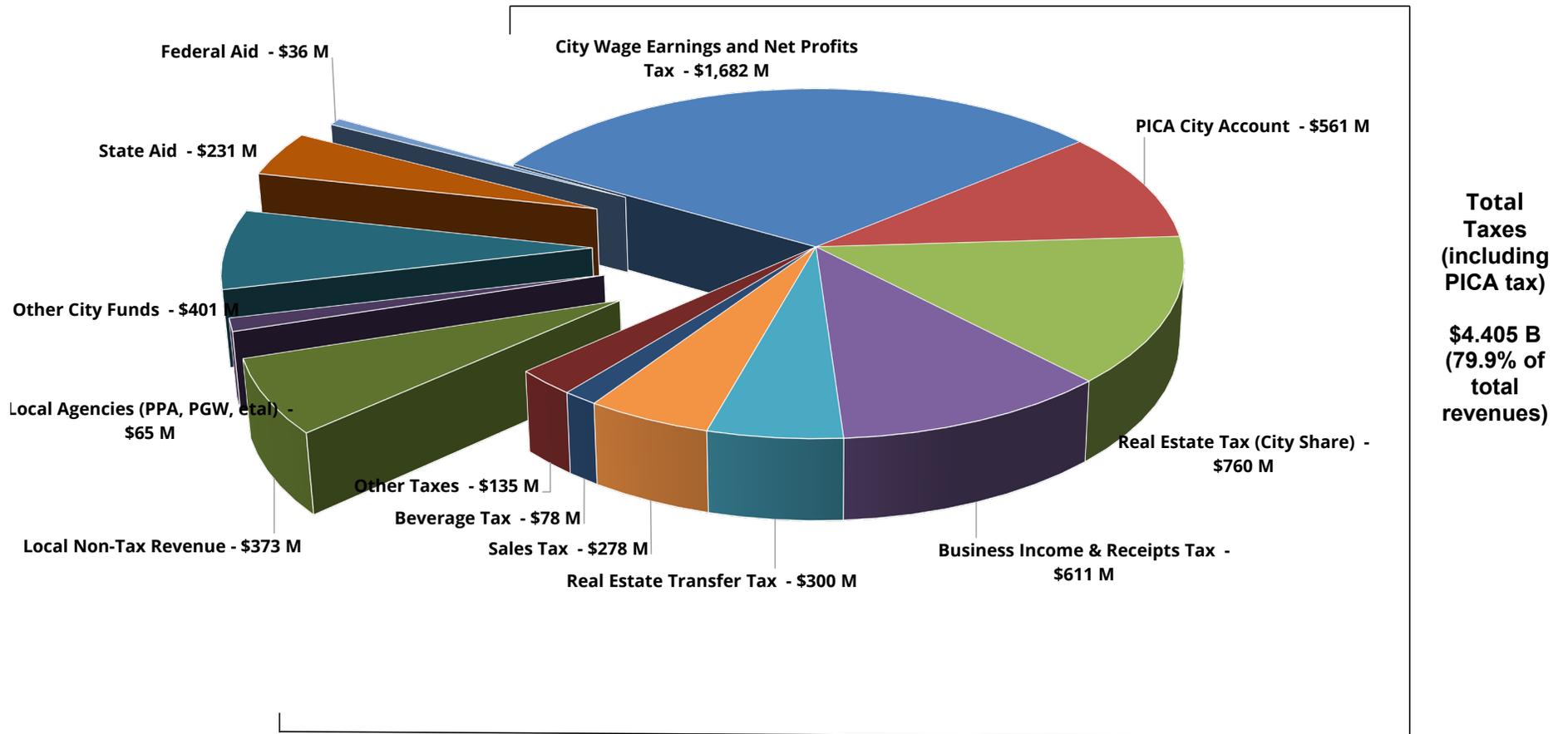
<b>Expenditure Category</b>	<b>FY 21 Actuals</b>	<b>FY 22 Budgeted</b>	<b>FY 22 Projected</b>	<b>FY 23 Projected</b>	<b>FY 24 Projected</b>	<b>FY 25 Projected</b>	<b>FY 26 Projected</b>	<b>FY 27 Projected</b>
<b>Unemployment Comp.</b>	2,208,454	5,465,975	5,465,975	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
<b>Employee Disability</b>	70,087,502	78,457,582	78,457,582	84,625,294	90,194,462	96,130,136	102,456,436	102,456,436
<b>Pension</b>	580,498,802	634,278,330	636,937,708	641,201,880	642,427,720	643,478,440	647,681,320	637,699,480
<b>Pension Obligation Bonds</b>	27,849,355	91,659,334	91,240,224	121,308,551	136,520,208	136,521,762	136,522,398	137,556,331
<b>Pension Relief - Sales Tax</b>	55,204,374	48,212,289	74,219,412	78,821,106	84,584,825	91,047,733	97,863,266	104,540,524
<b>Pension - Plan 10</b>	867,102	450,000	450,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
<b>FICA</b>	81,513,022	87,771,546	89,341,788	93,982,517	97,044,030	98,175,453	98,187,269	98,187,635
<b>Health / Medical</b>	440,010,762	476,762,684	510,516,124	559,499,066	573,522,123	607,448,029	637,900,164	670,412,333
<b>Group Life</b>	6,501,573	8,850,000	8,850,000	8,850,000	8,850,000	8,850,000	8,850,000	8,850,000
<b>Group Legal</b>	4,812,435	5,535,000	5,535,000	5,535,000	5,535,000	5,535,000	5,535,000	5,535,000
<b>Tool Allowance</b>	179,550	150,000	150,000	250,000	250,000	250,000	250,000	250,000
<b>Flex Cash Payments</b>	567,761	1,000,000	3,623,295	3,623,295	3,623,295	3,623,295	3,623,295	3,623,295
<b>Total</b>	<b>1,270,300,692</b>	<b>1,438,592,740</b>	<b>1,504,787,108</b>	<b>1,603,396,709</b>	<b>1,648,251,663</b>	<b>1,696,759,848</b>	<b>1,744,569,148</b>	<b>1,774,811,034</b>

# REVENUES AND EXPENDITURES

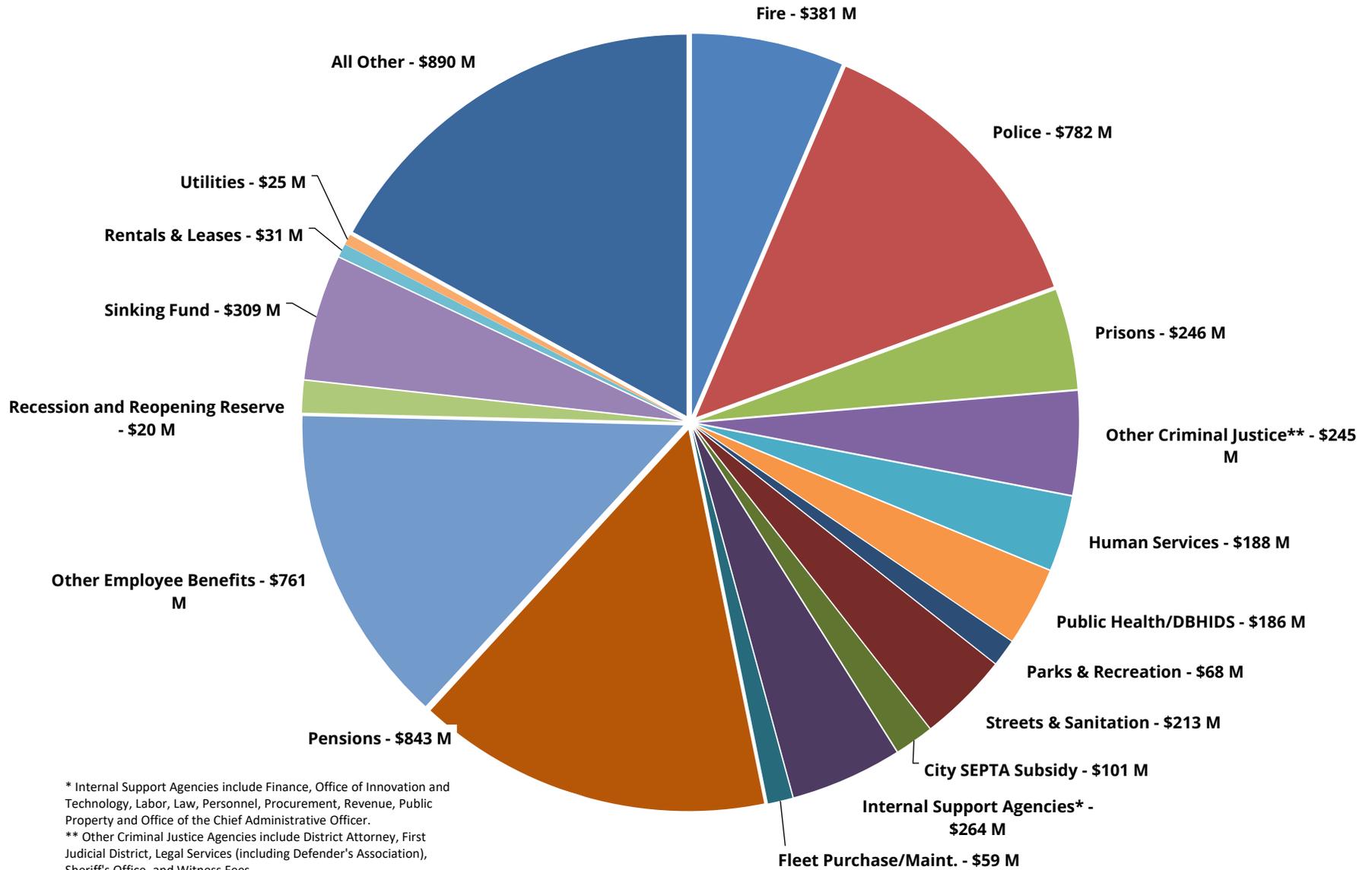
City of Philadelphia As Proposed Five Year Financial Plan FY 2023-2027		SUMMARY OF OPERATIONS FISCAL YEARS 2021 TO 2027 (Amounts in Thousands)						
FUND General								
NO.	ITEM	FY 2021 Actual	FY 2022 Estimate	FY 2023 Budget	FY 2024 Estimate	FY 2025 Estimate	FY 2026 Estimate	FY 2027 Estimate
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
<b>OPERATIONS OF FISCAL YEAR</b>								
<b>REVENUES</b>								
1	Taxes	3,423,857	3,624,943	3,843,562	3,986,429	4,128,677	4,274,905	4,431,207
2	Locally Generated Non-Tax Revenues	344,246	368,454	372,765	356,901	355,719	354,953	408,991
3	Revenue from Other Governments	327,572	378,315	332,458	333,692	334,948	336,226	337,277
4	Other Govts. - PICA City Account (1)*	509,026	509,849	561,279	609,555	637,005	663,710	690,810
5	Sub-Total Other Governments	836,598	888,164	893,737	943,247	971,953	999,936	1,028,087
6	Revenue from Other Funds of City	87,789	322,250	400,959	455,012	512,146	63,228	62,925
7	Total - Revenue	<b>4,692,490</b>	<b>5,203,811</b>	<b>5,511,023</b>	<b>5,741,589</b>	<b>5,968,495</b>	<b>5,693,022</b>	<b>5,931,210</b>
8	Other	0	0	0	0	0	0	0
9	<b>Total Revenue and Other Sources</b>	<b>4,692,490</b>	<b>5,203,811</b>	<b>5,511,023</b>	<b>5,741,589</b>	<b>5,968,495</b>	<b>5,693,022</b>	<b>5,931,210</b>
<b>OBLIGATIONS/APPROPRIATIONS</b>								
10	Personal Services	1,811,423	1,950,813	2,040,110	2,099,431	2,102,166	2,102,423	2,102,431
11	Personal Services-Pensions	609,215	728,628	763,712	780,148	781,201	785,404	776,456
12	Personal Services-Pensions - Sales Tax	55,204	74,219	78,821	84,585	91,048	97,863	104,541
13	Personal Services-Other Employee Benefits	605,881	701,940	760,865	783,519	824,512	861,302	893,815
14	<b>Sub-Total Employee Compensation</b>	<b>3,081,723</b>	<b>3,455,600</b>	<b>3,643,508</b>	<b>3,747,683</b>	<b>3,798,927</b>	<b>3,846,992</b>	<b>3,877,243</b>
15	Purchase of Services	946,218	1,087,960	1,167,059	1,167,087	1,151,085	1,157,011	1,166,543
16	Materials, Supplies and Equipment	90,940	142,428	128,773	121,710	118,277	117,430	117,139
17	Contributions, Indemnities, and Taxes	367,987	381,357	385,542	396,896	402,733	402,433	402,433
18	Debt Service	178,543	192,667	193,710	223,997	236,096	250,118	260,569
19	Payments to Other Funds	52,342	42,052	63,261	66,009	68,530	70,469	72,356
20	Advances & Misc. Pmts. Incl. Labor Reserve	0	5,630	10,566	18,047	40,000	40,000	40,000
21	Adv & Misc. Pmts.-Reopening & Recession Res	0	10,000	20,000	20,000	20,000	25,000	20,000
22	Sub-Total	4,717,753	5,317,694	5,612,419	5,761,429	5,835,648	5,909,453	5,956,283
23	Payment to Budget Stabilization Reserve Fund	0	0	0	0	42,252	0	0
24	<b>Total - Obligations</b>	<b>4,717,753</b>	<b>5,317,694</b>	<b>5,612,419</b>	<b>5,761,429</b>	<b>5,877,900</b>	<b>5,909,453</b>	<b>5,956,283</b>
25	Oper. Surplus (Deficit) for Fiscal Year	(25,263)	(113,883)	(101,396)	(19,840)	90,595	(216,431)	(25,073)
<b>Prior Year Adjustments:</b>								
26	Revenue Adjustments	0	0	0	0	0	0	0
27	Other Adjustments	33,133	50,032	19,500	19,500	19,500	19,500	19,500
28	Total Prior Year Adjustments	33,133	50,032	19,500	19,500	19,500	19,500	19,500
29	<b>Adjusted Oper. Surplus/ (Deficit)</b>	<b>7,870</b>	<b>(63,851)</b>	<b>(81,896)</b>	<b>(340)</b>	<b>110,095</b>	<b>(196,931)</b>	<b>(5,573)</b>
<b>OPERATIONS IN RESPECT TO PRIOR FISCAL YEARS</b>								
30	Fund Balance Available for Appropriation June 30 of Prior Fiscal Year	290,672	298,542	234,691	152,795	152,455	262,550	65,619
31	<b>Fund Balance Available for Appropriation June 30</b>	<b>298,542</b>	<b>234,691</b>	<b>152,795</b>	<b>152,455</b>	<b>262,550</b>	<b>65,619</b>	<b>60,046</b>

\* PICA City Account PICA equals tax minus (PICA expenses + PICA debt service). Plan assumes PICA Act will be extended.

**CITY OF PHILADELPHIA  
FISCAL YEAR 2023 ESTIMATED REVENUES  
GENERAL FUND  
TOTAL AMOUNT OF FUNDS: \$5.511 BILLION**



**CITY OF PHILADELPHIA  
FISCAL YEAR 2023 OBLIGATIONS  
GENERAL FUND  
TOTAL AMOUNT OF FUNDS: \$5.612 BILLION**



\* Internal Support Agencies include Finance, Office of Innovation and Technology, Labor, Law, Personnel, Procurement, Revenue, Public Property and Office of the Chief Administrative Officer.  
 \*\* Other Criminal Justice Agencies include District Attorney, First Judicial District, Legal Services (including Defender's Association), Sheriff's Office, and Witness Fees.

# CITY OF PHILADELPHIA

## FISCAL YEAR 2022 PROPOSED ALL FUNDS OPERATING BUDGET

City of Philadelphia Fiscal Year 2023 Proposed All Funds Operating Budget																
Department	Acute Care Hospital Assessment Fund	Aviation Fund	Budget Stabilization Fund	Car Rental Tax Fund	Community Development Fund	County Liquid Fuels Tax Fund	Demolition 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								2,040,000								2,040,000
Auditing								10,751,398	400,000							11,151,398
Board of Ethics								1,160,255								1,160,255
Board of Revision of Taxes								1,085,987								1,085,987
City Commissioners								22,825,922	2,765,000							25,590,922
City Council								19,011,585	205,300							19,216,885
City Treasurer								4,893,585								4,893,585
Civil Service Commission								211,582								211,582
Civil Service Commission - Provision for Labor								10,566,357								10,566,357
Commerce		185,600,000			17,550,857			14,450,758	10,000,000		60,000,000					287,601,615
Commerce - Convention Center Subsidy								15,000,000								15,000,000
Commerce - Economic Stimulus								13,334,550								13,334,550
District Attorney								43,305,949	20,680,860							63,986,809
Finance	75,000	4,800,000			20,000,000			67,148,535	335,000,000							427,022,535
Finance - Budget Stabilization			100													100
Finance - Community College Subsidy								50,106,653								50,106,653
Finance - Employee Benefits	268,882	57,068,882			5,553,245			1,603,396,709					1,000,000	138,762,106		1,806,049,824
Finance - Hero Awards								50,000								50,000
Finance - Indemnities		2,512,000						49,246,000						6,000,000		57,758,000
Finance - Provision for Other Grants									1,000,000,396							1,000,000,396
Finance - Resp#32								2,800,000								2,800,000
Finance - Refunds								250,000								250,000
Finance - School District Contribution								269,953,201								269,953,201
Finance - Witness Fees								171,518								171,518
Fire		9,904,484						380,841,258	34,775,257							425,520,999
First Judicial District								119,825,008	52,489,589							172,314,597
Fleet Services		4,755,631						58,500,095					9,233,862			72,489,588
Free Library								55,758,821	8,423,518							64,182,339
Human Relations Commission								2,566,553								2,566,553
Human Services								187,906,530	655,540,402							843,446,932
Labor								3,901,308								3,901,308
Law		1,584,820			195,573			21,477,730						4,033,016		27,291,139
Licenses & Inspections					490,303			2,250,000								43,286,238
L&I-Board of Building Standards								84,116								84,116
L&I-Board of L & I Review								180,813								180,813
Managing Director								124,721,416	104,766,381					138,550		229,626,347
Managing Director - Legal Services								52,487,199								52,487,199
Mayor								6,970,628	455,000							7,425,628
Mayor - Scholarships								100,000								100,000
Mayor - Office of the Chief Administrative Officer								14,647,948								14,647,948
Mayor - Office of Children and Families								453,946								453,946
Mayor's Office of Community Empowerment and Opportunity								1,895,000	37,390,254							39,285,254
Mural Arts Program								2,518,685								2,518,685
Office of Behavioral Health and Intellectual Disability								27,278,423	308,296,758	1,339,178,000						1,674,753,181
Office of Homeless Services								68,896,752	48,196,249							117,093,001
Office of Human Resources								6,788,620								6,788,620
Office of Innovation & Technology		2,698,376						116,730,793	50,330,900					35,062,071		204,822,140
Office of Inspector General								2,251,600								2,251,600
Office of Property Assessment								17,813,397								17,813,397
Office of Sustainability		110,873						1,317,482	602,500					132,874		2,163,729
Parks & Recreation								68,146,068	13,421,890							81,567,958
Planning & Development					68,538,022			12,664,694	112,163,872			79,998,000				273,364,588
Police		16,144,351						781,766,867	17,157,879							815,069,097
Prisons								246,068,033								246,068,033
Procurement								6,769,113								6,769,113
Public Health	259,357,118							159,137,489	390,078,495							808,573,102
Public Property		14,000,000						76,832,391						4,612,169		95,444,560
Public Property - Septa Subsidy								100,699,000								100,699,000
Public Property - Space Rentals								31,124,135								31,124,135
Public Property - Utilities								25,291,034								25,291,034
Records								4,267,185								4,267,185
Register of Wills								4,878,067	200,000							4,878,067
Revenue	45,000							26,637,568	19,650,000					17,226,557		63,559,125
Sheriff								28,997,654								28,997,654
Sinking Fund Commission (Debt Service)		119,361,583						7,000,000				2,750,000		200,992,399		638,901,703
Streets								55,027,802	57,247,500				39,900,000			163,048,302
Water								157,493,599						466,486,023	32,994,000	656,973,622
Water, Sewer & Stormwater Rate Board														756,653		756,653
<b>TOTAL</b>	<b>259,746,000</b>	<b>418,541,000</b>	<b>100</b>	<b>7,000,000</b>	<b>112,328,000</b>	<b>10,873,000</b>	<b>2,250,000</b>	<b>5,612,419,000</b>	<b>3,280,238,000</b>	<b>1,339,178,000</b>	<b>60,000,000</b>	<b>82,748,000</b>	<b>40,900,000</b>	<b>883,650,000</b>	<b>32,994,000</b>	<b>12,142,765,100</b>

# OTHER STATUTORY REQUIREMENTS

## CITY OF PHILADELPHIA

### PRINCIPAL GENERAL FUND OBLIGATION GROWTH ASSUMPTIONS

#### FY 2023 - 2027 FIVE YEAR FINANCIAL PLAN

	FY 23	FY 24	FY 25	FY 26	FY 27
<b>Class 100</b>					
<i>Civilian Wages - DC#47/NR</i>	3.25%	3.25%	0.00%	0.00%	0.00%
<i>Civilian Wages - DC#33</i>	3.25%	3.25%	0.00%	0.00%	0.00%
<i>Civilian Wages - Other</i>	0.00%	0.00%	0.00%	0.00%	0.00%
<i>Uniform Wages - Local #159</i>	0.00%	0.00%	0.00%	0.00%	0.00%
<i>Uniform Wages - F.O.P.</i>	3.50%	3.50%	0.00%	0.00%	0.00%
<i>Uniform Wages - I.A.F.F.</i>	3.50%	3.50%	0.00%	0.00%	0.00%
<b>Employee Benefits</b>					
<i>Unemployment Compensation</i>	-17.67%	0.00%	0.00%	0.00%	0.00%
<i>Employee Disability</i>	7.86%	6.58%	6.58%	6.58%	0.00%
<i>Pension</i>	0.67%	0.19%	0.16%	0.65%	-1.54%
<i>Pension Obligation Bond</i>	32.96%	12.54%	0.00%	0.00%	0.76%
<i>Pension Relief - Sales Tax</i>	6.20%	7.31%	7.64%	7.49%	6.82%
<i>Pension - City Matching Funds</i>	166.67%	0.00%	0.00%	0.00%	0.00%
<i>FICA</i>	5.19%	3.26%	1.17%	0.01%	0.00%
<i>Health/Medical</i>	9.59%	2.51%	5.92%	5.01%	5.10%
<i>Group Life</i>	0.00%	0.00%	0.00%	0.00%	0.00%
<i>Group Legal</i>	0.00%	0.00%	0.00%	0.00%	0.00%
<i>Tool Allowance</i>	66.67%	0.00%	0.00%	0.00%	0.00%
<i>Flex Cash Payments</i>	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Class 200</b>					
<b>Purchase of Services</b>	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Class 3/400</b>					
<b>Materials, Supplies &amp; Equipment</b>	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Class 500</b>					
<b>Contributions, Indemnities &amp; Taxes</b>	0.00%	0.00%	0.00%	0.00%	0.00%
<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>	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Class 900</b>					
<b>Advances &amp; Misc. Payments</b>	0.00%	0.00%	0.00%	0.00%	0.00%

**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 2022 OPERATING BUDGET  
 FY 2023-2027 FIVE YEAR PLAN  
 GENERAL FUND FULL-TIME POSITIONS

City of Philadelphia  
 Fiscal Year 2023 Operating Budget  
 FY 2023-2027 Five Year Plan  
 General Fund Full-Time Positions

Department	Filled Positions 6/30/2021	FY 2022 Adopted Budget	December 2021 Increment	FY 2023 Proposed Budget	FY 2024 Proposed Estimate	FY 2025 Proposed Estimate	FY 2026 Proposed Estimate	FY 2027 Proposed Estimate
Auditing	118	135	116	135	135	135	135	135
Board of Ethics	9	10	8	12	12	12	12	12
Board of Revision of Taxes	15	16	14	16	16	16	16	16
City Commissioners	137	106	124	169	169	169	169	169
City Council	182	186	180	185	185	185	185	185
City Treasurer	16	18	17	19	19	19	19	19
Civil Service Commission	1	2	2	2	2	2	2	2
Commerce	37	51	32	82	82	82	82	82
District Attorney Civilian	520	508	541	547	547	547	547	547
District Attorney Uniform	35	32	35	36	36	36	36	36
District Attorney - Total	555	540	576	583	583	583	583	583
Finance	119	134	117	134	134	134	134	134
Fire Civilian	114	177	109	169	169	169	169	169
Fire Uniform	2,564	3,191	2,602	3,199	3,199	3,199	3,199	3,199
Fire - Total	2,678	3,368	2,711	3,368	3,368	3,368	3,368	3,368
First Judicial District	1,773	1,822	1,719	1,719	1,822	1,822	1,822	1,822
Fleet Management	268	315	266	318	321	321	321	321
Free Library	634	715	633	961	961	961	961	961
Human Relations Commission	32	33	30	33	33	33	33	33
Human Services	427	533	438	535	535	535	535	535
Labor	26	39	25	44	44	44	44	44
Law **	127	180	171	198	198	198	198	198
Licenses & Inspections	373	425	347	425	425	425	425	425
L&I-Board of Building Standards	1	1	-	1	1	1	1	1
L&I-Board of L & I Review	2	2	2	2	2	2	2	2
Managing Director	291	457	297	537	537	537	537	537
Mayor	61	62	56	64	64	64	64	64
Mayor - Office of the Chief Administrative Officer	59	77	60	92	64	64	64	64
Office of Children and Families	3	3	3	3	3	3	3	3
Mayor's Office of Community Empowerment & Opportunity	-	-	-	-	-	-	-	-
Mural Arts Program	8	10	8	10	10	10	10	10
Office of Behavioral Health and Intellectual Disability	23	47	28	53	53	53	53	53
Office of Human Resources	75	78	73	84	84	84	84	84
Office of Innovation & Technology	313	364	308	397	397	397	397	397
Office of Inspector General	18	19	17	25	25	25	25	25
Office of Property Assessment	183	222	186	225	225	225	225	225
Office of Homeless Services	127	166	125	149	149	149	149	149
Office of Sustainability	8	12	11	15	15	15	15	15
Parks & Recreation	644	763	616	787	787	787	787	787
Planning & Development	55	62	53	74	74	74	74	74
Police Civilian	816	924	809	927	927	927	927	927
Police Uniform	6,053	6,380	5,938	6,380	6,380	6,380	6,380	6,380
Police - Total	6,869	7,304	6,747	7,307	7,307	7,307	7,307	7,307
Prisons	1,620	2,186	1,497	2,186	2,186	2,186	2,186	2,186
Procurement	35	42	35	51	51	51	51	51
Public Health	716	822	710	835	835	835	835	835
Public Property	142	156	142	156	156	156	156	156
Records	51	54	51	60	60	60	60	60
Register of Wills	70	71	69	73	73	73	73	73
Revenue	386	399	342	399	399	399	399	399
Sheriff	367	428	354	565	565	565	565	565
Streets	1,941	2,045	2,011	2,234	2,234	2,234	2,234	2,234
<b>TOTAL GENERAL FUND</b>	<b>21,595</b>	<b>24,480</b>	<b>21,327</b>	<b>25,322</b>	<b>25,400</b>	<b>25,400</b>	<b>25,400</b>	<b>25,400</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. \*\*Departmental position adjustments from various departments to Law.\*\*

# CASH FLOW REQUIREMENTS

CASH FLOW PROJECTIONS OFFICE OF THE DIRECTOR OF FINANCE  
GENERAL FUND - FY2023

Projection

Amounts in Millions

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	Accrued	Not Accrued	Estimated Revenues
Real Estate Tax	9.7	10.8	7.7	7.8	6.6	28.6	31.1	76.1	440.2	116.8	15.4	9.6	760.3			760.3
Total Wage, Earnings, Net Profits	147.1	133.3	128.6	144.8	130.5	122.0	177.6	127.6	145.9	169.8	133.5	121.1	1681.8			1681.8
Realty Transfer Tax	33.0	25.6	20.5	28.8	23.7	25.6	25.4	18.0	26.0	24.0	25.3	23.7	299.6			299.6
Sales Tax	33.5	36.8	16.9	15.8	17.7	16.3	15.7	16.7	15.0	22.5	36.4	33.1	276.6	1.0		277.6
Business Income & Receipts Tax	4.8	11.7	22.4	25.6	4.6	24.6	27.3	6.2	61.8	331.0	68.4	22.8	611.1			611.1
Beverage Tax	7.0	6.8	6.8	7.6	6.2	6.2	6.4	5.8	5.8	6.6	6.3	6.5	77.9			77.9
Other Taxes	11.4	13.5	12.3	11.2	11.6	11.1	11.7	11.2	10.8	12.1	9.6	8.6	135.2			135.2
Locally Generated Non-tax	30.4	33.6	28.6	29.2	33.3	29.4	33.3	28.0	32.7	27.6	37.5	29.3	372.8			372.8
Total Other Governments	14.4	45.2	82.7	13.2	19.0	12.6	49.4	15.9	9.8	12.1	11.3	47.0	332.5			332.5
Total PICA Other Governments	37.9	48.1	38.6	37.9	45.6	44.6	49.0	49.8	47.7	68.0	62.3	31.6	561.3			561.3
Interfund Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	335.0	0.0	0.0	25.9	360.9		40.1	401.0
<b>Total Current Revenue</b>	<b>329.3</b>	<b>365.2</b>	<b>365.1</b>	<b>321.8</b>	<b>298.9</b>	<b>321.1</b>	<b>427.0</b>	<b>355.2</b>	<b>1130.6</b>	<b>790.5</b>	<b>405.9</b>	<b>359.2</b>	<b>5469.9</b>	<b>1.0</b>	<b>40.1</b>	<b>5511.0</b>
Collection of prior year(s) revenue	31.0	5.0	5.2	5.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	46.8			
Other fund balance adjustments																
<b>TOTAL CASH RECEIPTS</b>	<b>360.2</b>	<b>370.2</b>	<b>370.3</b>	<b>327.5</b>	<b>298.9</b>	<b>321.1</b>	<b>427.0</b>	<b>355.2</b>	<b>1130.6</b>	<b>790.5</b>	<b>405.9</b>	<b>359.2</b>	<b>5516.7</b>			

EXPENSES AND OBLIGATIONS	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
Payroll	101.7	221.7	159.0	154.1	168.9	154.1	221.7	153.3	154.1	154.1	168.9	159.0	1970.6	65.1	4.4	2040.1
Employee Benefits	38.4	83.7	60.1	58.2	63.8	58.2	83.7	57.9	58.2	58.2	63.8	60.1	744.3	16.1	0.5	760.9
Pension	3.6	(0.5)	16.8	81.0	(0.3)	3.2	(0.3)	(0.3)	666.3	(0.6)	(0.5)	(4.6)	763.7	78.8		842.5
Purchase of Services	39.8	53.6	69.1	121.5	59.5	74.3	56.9	52.8	225.7	79.5	82.4	62.6	977.7	31.6	157.8	1167.1
Materials, Equipment	4.9	5.5	10.6	11.0	8.0	8.7	9.0	8.0	9.9	10.6	9.9	10.3	106.5	3.0	19.3	128.8
Contributions, Indemnities	18.2	6.4	80.5	11.2	14.7	73.9	7.0	13.5	71.1	5.9	3.1	80.0	385.5			385.5
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	2.5	2.5			2.5
Debt Service-Long Term	20.1	90.8	10.5	0.2	0.2	0.2	5.1	42.1	0.2	0.2	0.2	21.6	191.2			191.2
Interfund Charges	0.0	0.0	0.0	0.0	27.9	0.0	0.0	0.0	0.0	0.0	0.0	1.1	29.0	34.2		63.3
Advances & Misc. Pmts. / Labor Obligations	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	30.6			30.6
<b>Current Year Appropriation</b>	<b>229.3</b>	<b>463.8</b>	<b>409.2</b>	<b>439.6</b>	<b>345.2</b>	<b>375.1</b>	<b>385.7</b>	<b>329.9</b>	<b>1188.0</b>	<b>310.4</b>	<b>330.3</b>	<b>395.2</b>	<b>5201.6</b>	<b>228.8</b>	<b>182.0</b>	<b>5612.4</b>
Prior Yr. Expenditures against Encumbrances	63.5	42.9	26.4	16.3	8.3	6.6	8.3	9.6	7.7	4.1	2.9	3.1	199.8			
Prior Yr. Salaries & Vouchers Payable	118.7	24.7	0.0	103.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	247.3			
<b>TOTAL DISBURSEMENTS</b>	<b>411.5</b>	<b>531.4</b>	<b>435.6</b>	<b>559.8</b>	<b>353.5</b>	<b>381.7</b>	<b>394.0</b>	<b>339.4</b>	<b>1195.7</b>	<b>314.5</b>	<b>333.2</b>	<b>398.3</b>	<b>5648.7</b>			
Excess (Def) of Receipts over Disbursements	(51.2)	(161.2)	(65.3)	(232.3)	(54.6)	(60.6)	33.1	15.8	(65.1)	476.0	72.7	(39.1)				
Opening Balance	915.7	864.5	703.3	638.0	405.8	351.1	290.5	323.6	339.4	274.2	750.2	822.9				
TRAN	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				
<b>CLOSING BALANCE</b>	<b>864.5</b>	<b>703.3</b>	<b>638.0</b>	<b>405.8</b>	<b>351.1</b>	<b>290.5</b>	<b>323.6</b>	<b>339.4</b>	<b>274.2</b>	<b>750.2</b>	<b>822.9</b>	<b>783.8</b>				

**CASH FLOW PROJECTIONS OFFICE OF THE DIRECTOR OF FINANCE**  
**CONSOLIDATED CASH - ALL**  
**FUNDS - FY2023**

**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	864.5	703.3	638.0	405.8	351.1	290.5	323.6	339.4	274.2	750.2	822.9	783.8
Grants Revenue	1133.1	1205.6	1176.8	1186.1	1115.1	1062.7	1127.3	1234.7	859.7	984.7	931.3	864.2
Community Development	(7.4)	(9.0)	(7.2)	(5.9)	(4.2)	(6.1)	(5.2)	(3.0)	(2.0)	3.0	2.5	0.0
Vehicle Rental Tax	6.7	7.3	2.7	3.2	3.7	4.2	4.6	5.0	5.4	5.7	6.1	6.6
Hospital Assessment Fund	17.1	19.9	39.6	18.3	18.1	43.3	18.8	18.4	25.1	19.8	47.2	22.7
Housing Trust Fund	73.1	71.0	68.9	66.8	92.6	90.5	88.4	86.3	84.2	82.1	80.0	77.9
Budget Stabilization Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other Funds	12.3	12.2	12.0	11.9	11.7	11.6	11.4	11.3	11.1	11.0	10.8	10.7
<b>TOTAL OPERATING FUNDS</b>	<b>2099.5</b>	<b>2010.3</b>	<b>1930.9</b>	<b>1686.2</b>	<b>1588.2</b>	<b>1496.7</b>	<b>1568.9</b>	<b>1692.0</b>	<b>1257.7</b>	<b>1856.6</b>	<b>1900.8</b>	<b>1765.9</b>
Capital Improvement	373.1	358.1	343.1	328.1	313.1	298.1	283.1	268.1	253.1	238.1	223.1	208.1
Industrial & Commercial Dev.	10.3	10.3	10.3	10.3	10.3	10.3	10.3	10.3	10.3	10.3	10.3	10.3
<b>TOTAL CAPITAL FUNDS</b>	<b>383.4</b>	<b>368.4</b>	<b>353.4</b>	<b>338.4</b>	<b>323.4</b>	<b>308.4</b>	<b>293.4</b>	<b>278.4</b>	<b>263.4</b>	<b>248.4</b>	<b>233.4</b>	<b>218.4</b>
<b>TOTAL FUND EQUITY</b>	<b>2482.8</b>	<b>2378.7</b>	<b>2284.2</b>	<b>2024.6</b>	<b>1911.6</b>	<b>1805.1</b>	<b>1862.3</b>	<b>1970.4</b>	<b>1521.1</b>	<b>2104.9</b>	<b>2134.2</b>	<b>1984.3</b>

# ENTERPRISE FUNDS: AVIATION AND WATER

## AVIATION FUND FIVE YEAR FINANCIAL PLAN FISCAL YEARS 2023-2027 ALL DEPARTMENTS

Revenues		FY2022 Estimate	FY2023	FY2024	FY2025	FY2026	FY2027
	Locally Generated Non-Tax	\$ 246,297,000	\$ 325,194,000	\$ 409,438,000	\$ 419,275,000	\$ 432,207,000	\$ 446,219,000
	Passenger Facility Charges	31,200,000	32,125,000	42,567,000	46,247,000	47,240,000	47,570,000
	Revenue from Other Governments	95,346,000	83,006,000	1,650,000	1,650,000	1,650,000	1,650,000
	Revenue from Other Funds of the City	1,300,000	1,304,000	1,100,000	1,100,000	1,100,000	1,100,000
	<b>Total Revenues</b>	<b>\$ 374,143,000</b>	<b>\$ 441,629,000</b>	<b>\$ 454,755,000</b>	<b>\$ 468,272,000</b>	<b>\$ 482,197,000</b>	<b>\$ 496,539,000</b>
Obligations							
100	Personal Services	\$ 73,766,331	\$ 81,561,706	\$ 83,193,000	\$ 84,857,000	\$ 86,554,000	\$ 88,285,000
100	Employee Benefits	53,501,865	57,068,882	58,210,000	59,374,000	60,561,000	61,772,000
200	Purchase of Services	98,362,758	120,978,909	123,398,000	125,866,000	128,383,000	130,951,000
300	Materials & Supplies	5,853,400	6,869,500	7,007,000	7,147,000	7,290,000	7,436,000
400	Equipment	3,075,320	3,869,420	3,947,000	4,026,000	4,107,000	4,189,000
500	Contrib., Indemnities & Taxes	8,812,000	8,812,000	8,988,000	9,168,000	9,351,000	9,538,000
700	Debt Service	132,003,960	119,361,583	119,303,980	151,602,336	150,787,254	160,492,752
800	Payments to Other Funds						
	Payments to General Fund	3,519,000	3,519,000	3,554,000	3,590,000	3,626,000	3,662,000
	Payments to Water Fund	4,500,000	4,500,000	4,545,000	4,590,000	4,636,000	4,682,000
	Payments to Capital Fund	5,000,000	12,000,000	14,000,000	16,000,000	18,000,000	20,000,000
	<b>Total Payments to Other Funds</b>	<b>13,019,000</b>	<b>20,019,000</b>	<b>22,099,000</b>	<b>24,180,000</b>	<b>26,262,000</b>	<b>28,344,000</b>
900	Advances & Misc. Payments						
	<b>Total Obligations, All Departments</b>	<b>\$ 388,394,634</b>	<b>\$ 418,541,000</b>	<b>\$ 426,145,980</b>	<b>\$ 466,220,336</b>	<b>\$ 473,295,254</b>	<b>\$ 491,007,752</b>
	<b>Fund Balance from Prior Year</b>	<b>265,704,000</b>	<b>266,452,366</b>	<b>304,540,366</b>	<b>348,149,386</b>	<b>365,201,050</b>	<b>389,102,796</b>
	Fund Balance Adjustment from FY21						
	<b>Commitments Cancelled</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>Ending Fund Balance</b>	<b>266,452,366</b>	<b>304,540,366</b>	<b>348,149,386</b>	<b>365,201,050</b>	<b>389,102,796</b>	<b>409,634,044</b>

**WATER FUND (TABLE 1)**  
**FISCAL YEARS 2023-2027 FIVE YEAR FINANCIAL PLAN**

<b>TABLE C-1: PROJECTED REVENUE AND REVENUE REQUIREMENTS</b>							
<b>Base and TAP-R Surcharge Rates</b>							
<b>(in thousands of dollars)</b>							
<b>Line</b>							
<b>No.</b>	<b>Description</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>OPERATING REVENUE</b>							
1	Water Service - Existing Rates	271,207	275,272	277,481	275,367	273,119	270,860
2	Wastewater Service - Existing Rates	442,971	447,802	450,460	448,092	445,654	443,233
3	Total Service Revenue - Existing Rates	714,178	723,075	727,940	723,460	718,773	714,093
	Additional Service Revenue Required						
	Percent Increase						
	Months Effective						
4	FY 2023	5.78%	10	34,147	42,041	41,785	41,515
5	FY 2024	9.48%	10		59,707	72,565	72,098
6	FY 2025	9.49%	10			65,039	79,022
7	FY 2026	8.51%	10				63,445
8	FY 2027	8.52%	10				
9	Total Additional Service Revenue Required	-	34,147	101,748	179,390	256,080	336,915
10	Total Water & Wastewater Service Revenue	714,178	757,222	829,688	902,850	974,853	1,051,008
	Other Income (a)						
11	Other Operating Revenue	24,494	21,069	21,021	20,949	20,877	20,806
12	Debt Reserve Fund Interest Income	-	-	-	-	-	-
13	Operating Fund Interest Income	1,280	1,266	1,418	1,512	1,547	1,619
14	Rate Stabilization Interest Income	1,256	1,241	1,223	1,276	1,333	1,366
15	Total Revenues	741,208	780,797	853,350	926,585	998,611	1,074,799
<b>OPERATING EXPENSES</b>							
16	Total Operating Expenses	(527,472)	(550,149)	(577,614)	(595,306)	(613,867)	(633,058)
<b>NET REVENUES</b>							
17	Transfer From/(To) Rate Stabilization Fund	(1,158)	5,399	(1,010)	(8,636)	(1,848)	(3,483)
18	NET REVENUES AFTER OPERATIONS	212,578	236,047	274,726	322,644	382,896	438,258
<b>DEBT SERVICE</b>							
	Senior Debt Service						
	Revenue Bonds						
19	Outstanding Bonds	(161,597)	(162,654)	(145,801)	(145,936)	(146,935)	(146,970)
20	PENNVEST Parity Bonds	(10,725)	(11,175)	(12,609)	(16,995)	(24,263)	(29,448)
21	Projected Future Bonds	(4,787)	(22,738)	(52,764)	(85,145)	(123,239)	(160,609)
22	Commercial Paper	(25)	(95)	(97)	(82)	(83)	(71)
23	Total Senior Debt Service	(177,134)	(196,662)	(211,272)	(248,158)	(294,520)	(337,097)
24	TOTAL SENIOR DEBT SERVICE COVERAGE (L18/L23)	1.20 x	1.20 x	1.30 x	1.30 x	1.30 x	1.30 x
25	Subordinate Debt Service	-	-	-	-	-	-
26	Transfer to Escrow	-	-	-	-	-	-
27	Total Debt Service on Bonds	(177,134)	(196,662)	(211,272)	(248,158)	(294,520)	(337,097)
28	CAPITAL ACCOUNT DEPOSIT	(29,447)	(31,155)	(32,962)	(34,874)	(36,896)	(39,036)
29	TOTAL COVERAGE (L18/(L23+L25+L28))	1.02 x	1.03 x	1.12 x	1.13 x	1.15 x	1.16 x
<b>RESIDUAL FUND</b>							
30	Beginning of Year Balance	16,283	15,042	15,073	15,081	15,057	15,018
31	Interest Income	156	150	150	150	150	149
	Plus:						
32	End of Year Revenue Fund Balance	5,997	8,231	30,492	39,612	51,480	62,124
33	Deposit for Transfer to City General Fund (b)	1,882	1,902	2,113	2,448	2,880	3,351
	Less:						
34	Transfer to Construction Fund	(7,300)	(7,900)	(29,200)	(35,400)	(44,400)	(57,100)
35	Transfer to City General Fund	(1,882)	(1,902)	(2,113)	(2,448)	(2,880)	(3,351)
36	Transfer to Debt Service Reserve Fund	(94)	(450)	(1,435)	(4,386)	(7,268)	(5,185)
37	End of Year Balance	15,042	15,073	15,081	15,057	15,018	15,006

**WATER FUND (TABLE 1 CONTINUED)**  
**FISCAL YEARS 2023-2027 FIVE YEAR FINANCIAL PLAN**

**TABLE C-1: PROJECTED REVENUE AND REVENUE REQUIREMENTS**  
**Base and TAP-R Surcharge Rates**  
**(in thousands of dollars)**

Line No.	Description	2022	2023	2024	2025	2026	2027
<b>RATE STABILIZATION FUND</b>							
38	Beginning of Year Balance (c)	124,661	125,820	120,421	121,431	130,067	131,914
39	Deposit From/(To) Revenue Fund	1,158	(5,399)	1,010	8,636	1,848	3,483
40	End of Year Balance	125,820	120,421	121,431	130,067	131,914	135,397

- (a) Includes other operating and nonoperating income, including interest income on funds and accounts transferable to the Revenue Fund and reflects projected contra revenue credits for Affordability Program Discounts (TAP Costs). Includes Debt Service Reserve Fund Release in FY 2022.
- (b) Transfer of interest earnings from the Bond Reserve Account to the Residual Fund as shown in Line 33 to satisfy the requirements for the transfer to the City General Fund shown on Line 35.
- (c) FY 2022 beginning balance is estimated based on preliminary FY 2021 results.

# LONG TERM OBLIGATIONS

Description	FY 21 Projected	FY 22 Projected	FY 23 Projected	FY 24 Projected	FY 25 Projected	FY 26 Projected
<b>Purchase of Services - Class 200</b>						
Long Term Leases	\$ 100,560,657	\$ 115,087,498	\$ 124,386,537	\$ 129,858,914	\$ 129,001,966	\$ 132,125,331
<b>Total - Class 200</b>	<b>\$ 100,560,657</b>	<b>\$ 115,087,498</b>	<b>\$ 124,386,537</b>	<b>\$ 129,858,914</b>	<b>\$ 129,001,966</b>	<b>\$ 132,125,331</b>
<b>Debt Service - Class 700</b>						
Interest on City Debt - Long Term	\$ 87,716,633	\$ 82,740,867	\$ 89,411,241	\$ 95,085,371	\$ 99,781,191	\$ 103,822,682
Principal on City Debt - Long Term	102,650,000	108,470,000	125,395,000	131,255,000	139,580,000	146,115,000
Interest on City Debt - Short Term	-	-	7,000,000	7,500,000	8,000,000	8,000,000
Sinking Fund Reserve Payments	1,337,725	1,336,856	1,333,681	1,333,200	1,333,863	1,336,638
Commitment Fee Expense	562,500	1,062,500	757,500	822,500	1,322,500	1,194,500
Arbitrage Payments	400,000	100,000	100,000	100,000	100,000	100,000
<b>Total - Class 700</b>	<b>\$ 192,666,858</b>	<b>\$ 193,710,223</b>	<b>\$ 223,997,422</b>	<b>\$ 236,096,071</b>	<b>\$ 250,117,554</b>	<b>\$ 260,568,820</b>
<b>Total - All Classes</b>	<b>\$ 293,227,515</b>	<b>\$ 308,797,721</b>	<b>\$ 348,383,959</b>	<b>\$ 365,954,985</b>	<b>\$ 379,119,520</b>	<b>\$ 392,694,151</b>

**CITY OF PHILADELPHIA  
PERFORMANCE MEASURES  
WITH ASSOCIATED MAYORAL PRIORITY  
FISCAL YEAR 2023**

Mayoral Priority	Department Name	Program Name	Performance Measure
A Safer and More Just Philadelphia	Fire	Fire Commissioner's Office	Number of civilian fire-related deaths
A Safer and More Just Philadelphia	Fire	Fire Commissioner's Office	Number of EMS incidents
A Safer and More Just Philadelphia	Fire	Fire Commissioner's Office	Number of fire incidents
A Safer and More Just Philadelphia	Fire	Fire Commissioner's Office	Number of NFPA structure fires
A Safer and More Just Philadelphia	Fire	Logistics	Number of EMS members re-certified in CPR
A Safer and More Just Philadelphia	Fire	Logistics	Number of Graduates
A Safer and More Just Philadelphia	Fire	Operations	EMS response time (minutes:seconds)
A Safer and More Just Philadelphia	Fire	Operations	Fire engine response time (minutes:seconds)
A Safer and More Just Philadelphia	Fire	Operations	Percent of EMS calls responded to within 9:00 minutes
A Safer and More Just Philadelphia	Fire	Operations	Percent of fire calls responded to within 5:20 minutes
A Safer and More Just Philadelphia	Fire	Planning & Risk	Average investigations per Fire Marshal
A Safer and More Just Philadelphia	Human Relations	Commission on Human Relations	Ban the Box cases investigated
A Safer and More Just Philadelphia	Human Relations	Commission on Human Relations	Brief Service - Discrimination
A Safer and More Just Philadelphia	Human Relations	Commission on Human Relations	Brief Service- Community Relations
A Safer and More Just Philadelphia	Human Relations	Commission on Human Relations	Brief Service- Fair Housing Commission
A Safer and More Just Philadelphia	Human Relations	Commission on Human Relations	Discrimination cases investigated
A Safer and More Just Philadelphia	Human Relations	Commission on Human Relations	Fair Housing Commission number of cases
A Safer and More Just Philadelphia	Human Relations	Commission on Human Relations	Intergroup conflict cases investigated
A Safer and More Just Philadelphia	Human Relations	Commission on Human Relations	Neighbor disputes investigated
A Safer and More Just Philadelphia	Human Relations	Commission on Human Relations	Prevention/education activities
A Safer and More Just Philadelphia	Human Services	Juvenile Justice Services	Average daily number of youth in detention at the Philadelphia Juvenile Justice Services Center (PJSC)
A Safer and More Just Philadelphia	Licenses & Inspections	Building Inspections	Average number of permits per building inspector
A Safer and More Just Philadelphia	Licenses & Inspections	Code Enforcement	Average time from complaint to clean and seal of vacant property
A Safer and More Just Philadelphia	Licenses & Inspections	Code Enforcement	Percent of nuisance properties inspected within 20 days
A Safer and More Just Philadelphia	Licenses & Inspections	Demolition	Median timeframe from "imminently dangerous" designation to demolition (in days)
A Safer and More Just Philadelphia	Licenses & Inspections	Demolition	Number of "imminently dangerous" properties
A Safer and More Just Philadelphia	Licenses & Inspections	Demolition	Number of demolitions performed
A Safer and More Just Philadelphia	Licenses & Inspections	Demolition	Number of unsafe properties
A Safer and More Just Philadelphia	Licenses & Inspections	Permits & Licensing	Median timeframe for permit issuance -- Commercial (in days)
A Safer and More Just Philadelphia	Licenses & Inspections	Permits & Licensing	Median timeframe for permit issuance -- Residential (in days)
A Safer and More Just Philadelphia	Licenses & Inspections	Permits & Licensing	Number of building, electrical, plumbing, and zoning permits issued
A Safer and More Just Philadelphia	Managing Director's Office	Administration/Policy (OTIS)	5 Year Running Average Number of Individuals killed and seriously injured in traffic crashes
A Safer and More Just Philadelphia	Managing Director's Office	Office of Emergency Management (OEM)	Percentage (or number) of FEMA core capabilities addressed through planning, organization, equipment, training, or exercises (POETE) by OEM-led initiatives.
A Safer and More Just Philadelphia	Managing Director's Office	Office of Emergency Management (OEM)	Percentage of in-person hazard-informed public preparedness outreach activities delivered in zip codes in the top third of the CDC/ATSDR Social Vulnerability Index and/or National Risk Index for Natural Hazards.
A Safer and More Just Philadelphia	Managing Director's Office	Office of Violence Prevention (OVP)	Number of high-risk individuals engaged in Custom-Notification or Call-In for Group Violence Intervention (GVI)
A Safer and More Just Philadelphia	Managing Director's Office	Office of Violence Prevention (OVP)	Number of home visits conducted to engage high risk individuals in services
A Safer and More Just Philadelphia	Managing Director's Office	Office of Violence Prevention (OVP)	Number of referrals made to service providers for high risk individuals
A Safer and More Just Philadelphia	Managing Director's Office	Office of Violence Prevention (OVP)	Percent of clients assigned to Violence Prevention Partnership (VPP) involved in a shooting or homicide
A Safer and More Just Philadelphia	Managing Director's Office	Police Advisory Commission (PAC)	Number of policy, practice, or custom review(s)/report(s)/opinion(s) issued by the PAC
A Safer and More Just Philadelphia	Managing Director's Office	Police Advisory Commission (PAC)	Percentage of complaints against police forwarded to the Police Department's Internal Affairs Division (IAD) within 5 business days of receipt
A Safer and More Just Philadelphia	Managing Director's Office	Police Advisory Commission (PAC)	Public Engagement: number of public meetings, forums, speaking engagements, and any other public actions sponsored or hosted by the PAC
A Safer and More Just Philadelphia	Managing Director's Office	Town Watch Integrated Services (TWIS)	Average Weighted Community Engagement Score Across the 5 PSAs
A Safer and More Just Philadelphia	Managing Director's Office	Town Watch Integrated Services (TWIS)	Total new members in the five PSAs
A Safer and More Just Philadelphia	Mural Arts	Mural Arts	Percent of re-entry participants employed six months after program completion
A Safer and More Just Philadelphia	Mural Arts	Mural Arts	Percent of re-entry participants taken back into custody after a year
A Safer and More Just Philadelphia	Office of Innovation & Technology	Emergency - 911 Administration	Computer-Aided Dispatch (CAD) uptime availability
A Safer and More Just Philadelphia	Office of Innovation & Technology	Emergency - 911 Administration	Percentage of time radio system is not busy. System buses prevent calls from going through to the dispatch center.
A Safer and More Just Philadelphia	Police	Aviation	Number of stolen rental vehicles
A Safer and More Just Philadelphia	Police	Criminal Investigations	Average number of days to process a gun permit
A Safer and More Just Philadelphia	Police	Criminal Investigations	Homicide clearance rate
A Safer and More Just Philadelphia	Police	Criminal Investigations	Sexual Assault clearance rate
A Safer and More Just Philadelphia	Police	Field Operations	Cumulative number of bike patrol officers
A Safer and More Just Philadelphia	Police	Field Operations	Number of burglaries
A Safer and More Just Philadelphia	Police	Field Operations	Number of children enrolled in Police Athletic League (PAL) centers
A Safer and More Just Philadelphia	Police	Field Operations	Number of homicides
A Safer and More Just Philadelphia	Police	Field Operations	Number of part 1 violent crimes
A Safer and More Just Philadelphia	Police	Field Operations	Number of shooting victims
A Safer and More Just Philadelphia	Police	Forensics	Number of cases (submissions) received
A Safer and More Just Philadelphia	Police	Forensics	Number of investigative leads provided to investigators through forensic databases (ballistic, DNA, and prints)
A Safer and More Just Philadelphia	Police	Forensics	Percentage of new sexual assault kit (SAK) cases completed within the recommended 180 days, as stated in Act 27
A Safer and More Just Philadelphia	Police	Organizational Support Services	Number of body worn cameras deployed during the reporting period
A Safer and More Just Philadelphia	Police	Organizational Support Services	Percent of officers trained in the administration of Naloxone in high-need areas of the city
A Safer and More Just Philadelphia	Police	Organizational Support Services	Percent of officers who are female
A Safer and More Just Philadelphia	Police	Organizational Support Services	Percent of officers who are minority
A Safer and More Just Philadelphia	Police	Organizational Support Services	Percentage of 911 calls answered within 10 seconds
A Safer and More Just Philadelphia	Police	Organizational Support Services	Percentage of authorized sworn positions filled
A Safer and More Just Philadelphia	Police	Organizational Support Services	Percentage of in-service police officers that have received reality-based training (RBT)
A Safer and More Just Philadelphia	Police	Professional Standards	Number of civilian complaints against police officers
A Safer and More Just Philadelphia	Police	Professional Standards	Number of Police-Involved Shootings
A Safer and More Just Philadelphia	Police	Professional Standards	Percent of investigations of civilian complaints against officers completed within 90 days

**CITY OF PHILADELPHIA  
PERFORMANCE MEASURES  
WITH ASSOCIATED MAYORAL PRIORITY  
FISCAL YEAR 2023**

Mayoral Priority	Department Name	Program Name	Performance Measure
A Safer and More Just Philadelphia	Prisons	Administration	Average daily prison census: number of inmates in custody
A Safer and More Just Philadelphia	Prisons	Administration	Percent of newly admitted inmates that are processed and housed within 24 hours of admission
A Safer and More Just Philadelphia	Prisons	Social Services/Reentry	Percentage of inmates assigned to programs and work assignments
A Safer and More Just Philadelphia	Prisons	Social Services/Reentry	Percentage of inmates with completed 5-, 30-, 75-day interviews and discharge plans
A Safer and More Just Philadelphia	Prisons	Social Services/Reentry	Percentage of medium and close custody inmates assigned to programs and work assignments
A Safer and More Just Philadelphia	Prisons	Social Services/Reentry	Percentage of pretrial population assigned to programs and work assignments
A Safer and More Just Philadelphia	Prisons	Social Services/Reentry	Re-incarceration rate - 1 year
A Safer and More Just Philadelphia	Prisons	Social Services/Reentry	Reincarceration rate: five-year
A Safer and More Just Philadelphia	Prisons	Social Services/Reentry	Reincarceration rate: three-year
A Safer and More Just Philadelphia	Prisons	Social Services/Reentry	Sentenced inmates participating in an educational or treatment program
A Safer and More Just Philadelphia	Public Property	Administration	Safety: number of employees trained
A Safer and More Just Philadelphia	Public Property	Administration	Safety: number of injuries
A Safer and More Just Philadelphia	Streets	Paving and Roadway Maintenance and Repair	Miles resurfaced
A Safer and More Just Philadelphia	Streets	Paving and Roadway Maintenance and Repair	Percentage of time potholes are repaired within three days
A Safer and More Just Philadelphia	Streets	Paving and Roadway Maintenance and Repair	Pothole response time (days)
A Safer and More Just Philadelphia	Streets	Right-of-Way Management	Number of Right-of-Way (ROW) inspections
A Safer and More Just Philadelphia	Streets	Right-of-Way Management	Percent of Right-of-Way (ROW) plan designs completed on-time
A Safer and More Just Philadelphia	Streets	Street Lighting Maintenance and Repair	Average response time for major street lighting repairs
A Safer and More Just Philadelphia	Streets	Street Lighting Maintenance and Repair	Average time to repair a street light foundation (days)
A Safer and More Just Philadelphia	Streets	Street Lighting Maintenance and Repair	Average time to repair a street light pole knockdown (days)
A Safer and More Just Philadelphia	Streets	Street Lighting Maintenance and Repair	Street lights converted to LED lighting
A Safer and More Just Philadelphia	Streets	Traffic Engineering, Maintenance & Management	Average days to repair traffic light
A Safer and More Just Philadelphia	Streets	Traffic Engineering, Maintenance & Management	Average days to repair traffic sign: A-level work order
A Safer and More Just Philadelphia	Streets	Traffic Engineering, Maintenance & Management	Average days to repair traffic sign: B-level work order
A Safer and More Just Philadelphia	Streets	Traffic Engineering, Maintenance & Management	Average days to repair traffic sign: C-level work order
Diverse, Inclusive, Efficient, and Effective Government	Art Museum	Art Museum	Maintenance and operating costs per square foot
Diverse, Inclusive, Efficient, and Effective Government	Art Museum	Art Museum	Security costs per square foot
Diverse, Inclusive, Efficient, and Effective Government	Behavioral Health & Intellectual disAbility Services	Administration and Finance	Employee participation in wellness activities
Diverse, Inclusive, Efficient, and Effective Government	Behavioral Health & Intellectual disAbility Services	Administration and Finance	Employee satisfaction
Diverse, Inclusive, Efficient, and Effective Government	Board of Pensions	Benefits	Member Education (count of attendees)
Diverse, Inclusive, Efficient, and Effective Government	Board of Pensions	Executive Direction & Administration	Number of 457 Plan deferred compensation participants
Diverse, Inclusive, Efficient, and Effective Government	Board of Pensions	Executive Direction & Administration	Percentage of recipients receiving benefits electronically
Diverse, Inclusive, Efficient, and Effective Government	Board of Pensions	Investments	Investment Ratio
Diverse, Inclusive, Efficient, and Effective Government	Board of Pensions	Investments	Investment Return
Diverse, Inclusive, Efficient, and Effective Government	Chief Administrative Officer	Office of Administrative Review (OAR)	Board of Administrative Adjudication: Average monthly hearing determinations mailed
Diverse, Inclusive, Efficient, and Effective Government	Chief Administrative Officer	Office of Administrative Review (OAR)	Code Unit: Median time between violation issued date and first notice for handwritten Code Violation Notices (CVNs) (weeks)
Diverse, Inclusive, Efficient, and Effective Government	Chief Administrative Officer	Office of Administrative Review (OAR)	Office of Administrative Review: Median time between request for review and hearing for Code Violations/Red Light Camera Tickets (weeks)
Diverse, Inclusive, Efficient, and Effective Government	Chief Administrative Officer	Office of Administrative Review (OAR)	Tax Review Board: Median time between petition filed date and hearing date (months)
Diverse, Inclusive, Efficient, and Effective Government	Chief Administrative Officer	Strategic Direction and Transformation	Percentage of new hires who go through onboarding process
Diverse, Inclusive, Efficient, and Effective Government	Chief Administrative Officer	Strategic Direction and Transformation	Time to hire new, exempt employees (days)
Diverse, Inclusive, Efficient, and Effective Government	City Treasurer	Banking & Investment Management	Con-cash actual investment return (1 year)
Diverse, Inclusive, Efficient, and Effective Government	City Treasurer	Banking & Investment Management	Percent of bank accounts that are reconciled (of 85 accounts)
Diverse, Inclusive, Efficient, and Effective Government	City Treasurer	Debt Management	Net present value savings of the refunded bonds for Airport debt
Diverse, Inclusive, Efficient, and Effective Government	City Treasurer	Debt Management	Net present value savings of the refunded bonds for Gas debt
Diverse, Inclusive, Efficient, and Effective Government	City Treasurer	Debt Management	Net present value savings of the refunded bonds for General Obligations (GO) debt versus the City's debt policy
Diverse, Inclusive, Efficient, and Effective Government	City Treasurer	Debt Management	Net present value savings of the refunded bonds for Water debt
Diverse, Inclusive, Efficient, and Effective Government	Department of Fleet Services	Fleet Administrative Services	CNG Vehicle Additions
Diverse, Inclusive, Efficient, and Effective Government	Department of Fleet Services	Fleet Administrative Services	Employee turnover ratio
Diverse, Inclusive, Efficient, and Effective Government	Department of Fleet Services	Fleet Administrative Services	Fuel Sites Improvements
Diverse, Inclusive, Efficient, and Effective Government	Department of Fleet Services	Fleet Administrative Services	Hybrid, Hybrid Electric Vehicle Additions
Diverse, Inclusive, Efficient, and Effective Government	Department of Fleet Services	Fleet Administrative Services	Number of Automotive Apprentices
Diverse, Inclusive, Efficient, and Effective Government	Department of Fleet Services	Fleet Administrative Services	Number of High School Interns
Diverse, Inclusive, Efficient, and Effective Government	Department of Fleet Services	Fleet Maintenance Services	Fleet availability - citywide
Diverse, Inclusive, Efficient, and Effective Government	Department of Fleet Services	Fleet Maintenance Services	Fleet availability - police radio patrol cars
Diverse, Inclusive, Efficient, and Effective Government	Department of Fleet Services	Fleet Maintenance Services	Percent of maintenance performed that is scheduled
Diverse, Inclusive, Efficient, and Effective Government	Department of Fleet Services	Fleet Maintenance Services	Percent of maintenance performed that is unscheduled
Diverse, Inclusive, Efficient, and Effective Government	Department of Fleet Services	Fleet Maintenance Services	Percent of SLA met for medic units
Diverse, Inclusive, Efficient, and Effective Government	Department of Fleet Services	Fleet Maintenance Services	Percent of SLA met for radio patrol cars
Diverse, Inclusive, Efficient, and Effective Government	Department of Fleet Services	Fleet Maintenance Services	Percent of SLA met for trash compactors
Diverse, Inclusive, Efficient, and Effective Government	Department of Fleet Services	Vehicle Acquisitions and Disposal	Median age of vehicle: Aviation Fund
Diverse, Inclusive, Efficient, and Effective Government	Department of Fleet Services	Vehicle Acquisitions and Disposal	Median age of vehicle: Citywide (years)
Diverse, Inclusive, Efficient, and Effective Government	Department of Fleet Services	Vehicle Acquisitions and Disposal	Median age of vehicle: Fire Apparatus (years)
Diverse, Inclusive, Efficient, and Effective Government	Department of Fleet Services	Vehicle Acquisitions and Disposal	Median age of vehicle: General Fund
Diverse, Inclusive, Efficient, and Effective Government	Department of Fleet Services	Vehicle Acquisitions and Disposal	Median age of vehicle: Medic Units (years)
Diverse, Inclusive, Efficient, and Effective Government	Department of Fleet Services	Vehicle Acquisitions and Disposal	Median age of vehicle: Police Radio Patrol Cars (years)
Diverse, Inclusive, Efficient, and Effective Government	Department of Fleet Services	Vehicle Acquisitions and Disposal	Median age of vehicle: Trash Compactors (years)
Diverse, Inclusive, Efficient, and Effective Government	Department of Fleet Services	Vehicle Acquisitions and Disposal	Median age of vehicle: Water Fund
Diverse, Inclusive, Efficient, and Effective Government	Department of Fleet Services	Vehicle Acquisitions and Disposal	Number of medic units replaced / purchased
Diverse, Inclusive, Efficient, and Effective Government	Department of Fleet Services	Vehicle Acquisitions and Disposal	Number of Police Radio Patrol cars replaced / purchased
Diverse, Inclusive, Efficient, and Effective Government	Department of Fleet Services	Vehicle Acquisitions and Disposal	Number of trash compactors replaced / purchased

**CITY OF PHILADELPHIA  
PERFORMANCE MEASURES  
WITH ASSOCIATED MAYORAL PRIORITY  
FISCAL YEAR 2023**

Mayoral Priority	Department Name	Program Name	Performance Measure
Diverse, Inclusive, Efficient, and Effective Government	Department of Labor	Labor Policy and Compliance	Number of paid sick leave and wage theft complaints submitted and investigated
Diverse, Inclusive, Efficient, and Effective Government	Department of Labor	Labor Policy and Compliance	Number of paid sick leave and wage theft inquiries received and responded to
Diverse, Inclusive, Efficient, and Effective Government	Department of Labor	Labor Policy and Compliance	Percent of prevailing wage projects with compliance issues
Diverse, Inclusive, Efficient, and Effective Government	Department of Labor	Labor Relations	Number of employees trained by the Office of Labor Relations and the Employee Relations Unit
Diverse, Inclusive, Efficient, and Effective Government	Finance	Accounting Bureau	Percentage of new GASB pronouncements implemented by required date
Diverse, Inclusive, Efficient, and Effective Government	Finance	Accounting Bureau	Percentage of paid vendors enrolled in ACH automatic payments
Diverse, Inclusive, Efficient, and Effective Government	Finance	Budget Office	Percent change in the total dollar amount of General Fund revenue (actual) compared to budget (adopted)
Diverse, Inclusive, Efficient, and Effective Government	Finance	Budget Office	Percent of capital dollars unspent after 6 years (General Obligation only)
Diverse, Inclusive, Efficient, and Effective Government	Finance	Budget Office	Number and percentage of participants who are of low (Socioeconomic status) SES and/or people of color; and relative to demographics in jurisdiction and latest census data
Diverse, Inclusive, Efficient, and Effective Government	Finance	Budget Office	Percent change in the total dollar amount of General Fund expenditures (actual) compared to budget (adopted)
Diverse, Inclusive, Efficient, and Effective Government	Finance	Budget Office	Ratio of actual unreserved General Fund fund-balance to actual General Fund revenue
Diverse, Inclusive, Efficient, and Effective Government	Finance	Executive Direction	Executive Direction: Maintain or improve credit ratings
Diverse, Inclusive, Efficient, and Effective Government	Finance	Executive Direction	Grants: Total competitive grant dollars awarded to the City of Philadelphia and to partner agencies (where supported by the Office of Recovery and Grants)
Diverse, Inclusive, Efficient, and Effective Government	Finance	Executive Direction	Grants: Total dollar amount reimbursed through FEMA for COVID-19 related emergency protective measures
Diverse, Inclusive, Efficient, and Effective Government	Finance	Finance Program Management Office (FPMO)	Major projects for which FPMO delivers on a solution that meets or exceeds business owners' needs
Diverse, Inclusive, Efficient, and Effective Government	Finance	Finance Program Management Office (FPMO)	Percent complete of CAMA implementation schedule
Diverse, Inclusive, Efficient, and Effective Government	Finance	Risk Management	Average number of police and firefighters on no duty
Diverse, Inclusive, Efficient, and Effective Government	Finance	Risk Management	Number of employee injuries
Diverse, Inclusive, Efficient, and Effective Government	Finance	Risk Management	Settlement cost for closed claims (in millions of dollars)
Diverse, Inclusive, Efficient, and Effective Government	Fire	Finance / Administration	Number of recruitment events at which the Philadelphia Fire Department is represented
Diverse, Inclusive, Efficient, and Effective Government	Free Library	Administration	Departmental M/W/DSBE participation rate
Diverse, Inclusive, Efficient, and Effective Government	Free Library	Administration	Percentage of staff completing Customer Service training
Diverse, Inclusive, Efficient, and Effective Government	Free Library	Administration	Percentage of staff completing two sessions of Diversity, Equity, and Inclusion training
Diverse, Inclusive, Efficient, and Effective Government	Free Library	Administration	Social media usage: Facebook, Twitter, Instagram, YouTube
Diverse, Inclusive, Efficient, and Effective Government	Free Library	Property Management	Building Service Requests (totals)
Diverse, Inclusive, Efficient, and Effective Government	Free Library	Property Management	Median turnaround time (days to completion) for building service requests
Diverse, Inclusive, Efficient, and Effective Government	Free Library	Property Management	Number of events supported by property management
Diverse, Inclusive, Efficient, and Effective Government	Homeless Services	Administrative Services & Infrastructure	Median length of time to conform service provider contracts
Diverse, Inclusive, Efficient, and Effective Government	Human Services	Administration & Management	Percentage of DHS/Community Umbrella Agency (CUA) employees who complete Charting the Course and stay employed in the DHS or CUA system for one year
Diverse, Inclusive, Efficient, and Effective Government	Human Services	Finance	Percentage of current year placement provider contracts conformed by the end of Q1
Diverse, Inclusive, Efficient, and Effective Government	Human Services	Performance Management & Technology	Percentage of CUA case file reviews completed per quarter
Diverse, Inclusive, Efficient, and Effective Government	Inspector General	Investigations	Administrative Actions (number of cases)
Diverse, Inclusive, Efficient, and Effective Government	Inspector General	Investigations	Criminal Actions (number of cases)
Diverse, Inclusive, Efficient, and Effective Government	Inspector General	Investigations	Pension disqualification (number of cases)
Diverse, Inclusive, Efficient, and Effective Government	Law	Corporate & Tax	Median time for contracts law draft approve as to form (in days)
Diverse, Inclusive, Efficient, and Effective Government	Law	Executive & Administrative Resources	M/W/DSBE participation in Law contracts
Diverse, Inclusive, Efficient, and Effective Government	Law	Legislation	Percent of Pennsylvania Right-to-Know (RTK) requests requiring processing for which initial response is provided within 5 business days of receipt of request
Diverse, Inclusive, Efficient, and Effective Government	Law	Litigation	Civil Rights Motion to Dismiss Wins
Diverse, Inclusive, Efficient, and Effective Government	Law	Litigation	Claims Percent Cost to Risk Assessment
Diverse, Inclusive, Efficient, and Effective Government	Law	Litigation	Labor and Employment Motion to Dismiss Wins
Diverse, Inclusive, Efficient, and Effective Government	Law	Social Services	Average caseload per lawyer
Diverse, Inclusive, Efficient, and Effective Government	Licenses & Inspections	Administration	Net personnel gain/loss (+ new hires, - separations)
Diverse, Inclusive, Efficient, and Effective Government	Licenses & Inspections	Administration	Number of on-the-job injuries
Diverse, Inclusive, Efficient, and Effective Government	Licenses & Inspections	Permits & Licensing	Median wait times for over-the-counter permit customers (in minutes)
Diverse, Inclusive, Efficient, and Effective Government	Managing Director's Office	Administration/Policy (OTIS)	Total net revenue from Concessionaire collections by calendar year
Diverse, Inclusive, Efficient, and Effective Government	Managing Director's Office	Administration/Policy (OTIS)	Total transportation grants awarded in FY (in millions)
Diverse, Inclusive, Efficient, and Effective Government	Managing Director's Office	Municipal ID Program	Number of Philadelphia residents, including city employees, successfully receiving a PHL City ID
Diverse, Inclusive, Efficient, and Effective Government	Managing Director's Office	Municipal ID Program	Number of PHL City ID mobile sites staffed/attended
Diverse, Inclusive, Efficient, and Effective Government	Managing Director's Office	Municipal ID Program	Revenue collected from issuance of PHL City ID
Diverse, Inclusive, Efficient, and Effective Government	Managing Director's Office	Office of Special Events (OSE)	Number of applications processed
Diverse, Inclusive, Efficient, and Effective Government	Managing Director's Office	Philly311	Average score for tickets and phone calls monitored by 311 supervisors
Diverse, Inclusive, Efficient, and Effective Government	Managing Director's Office	Philly311	Median timeframe to answer calls (in minutes)
Diverse, Inclusive, Efficient, and Effective Government	Managing Director's Office	Philly311	Percent of 311 Net Promoter Score (NPS) survey respondents who are "service detractors"
Diverse, Inclusive, Efficient, and Effective Government	Managing Director's Office	Philly311	Percent of contacts who utilize mobile and web applications to contact 311
Diverse, Inclusive, Efficient, and Effective Government	Mayor's Office	Communications & Digital	Engagement rate across platforms
Diverse, Inclusive, Efficient, and Effective Government	Mayor's Office	Communications & Digital	Followers across @PhiladelphiaGov and @PhillyMayor social media platforms
Diverse, Inclusive, Efficient, and Effective Government	Mayor's Office	Diversity & Inclusion	Department diversity and inclusion trainings held
Diverse, Inclusive, Efficient, and Effective Government	Mayor's Office	Diversity & Inclusion	Department workforce review meetings
Diverse, Inclusive, Efficient, and Effective Government	Mayor's Office	Diversity & Inclusion	Internal meetings convened by the Mayor's Commission on People with Disabilities
Diverse, Inclusive, Efficient, and Effective Government	Mayor's Office	Diversity & Inclusion	Meetings convened by the Commission on LGBT Affairs
Diverse, Inclusive, Efficient, and Effective Government	Mayor's Office	Integrity Office	Number of advisories distributed to workforce (policy statements, generally applicable guidance, FAQs)
Diverse, Inclusive, Efficient, and Effective Government	Mayor's Office	Integrity Office	Responses to gift inquiries within 48 business hours
Diverse, Inclusive, Efficient, and Effective Government	Mayor's Office	Mayor, Chief of Staff and Executive Office	Average response time to scheduling requests (days)
Diverse, Inclusive, Efficient, and Effective Government	Mayor's Office	Office of City Representative	International Engagement Cultural

**CITY OF PHILADELPHIA  
PERFORMANCE MEASURES  
WITH ASSOCIATED MAYORAL PRIORITY  
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Mayoral Priority	Department Name	Program Name	Performance Measure
Diverse, Inclusive, Efficient, and Effective Government	Mayor's Office	Office of City Representative	Number of events at which the Office of the City Representative represents the Mayor
Diverse, Inclusive, Efficient, and Effective Government	Mayor's Office	Office of City Representative	Number of special events
Diverse, Inclusive, Efficient, and Effective Government	Mayor's Office	Office of Public Engagement	Average open rate for all email campaigns
Diverse, Inclusive, Efficient, and Effective Government	Mayor's Office	Office of Public Engagement	Public-facing engagement hours (includes public programming, activities, events, VISTA service hours, CRC service hours, CE Academy, volunteer portal service commitments)
Diverse, Inclusive, Efficient, and Effective Government	Mayor's Office	Office of Public Engagement	High-touch equitable engagement hours (Commission meetings, external community partners, City agencies and employees)
Diverse, Inclusive, Efficient, and Effective Government	Mayor's Office	Office of Public Engagement	Number of internal stakeholders (City departments/offices) receiving capacity building support for engagement or equity
Diverse, Inclusive, Efficient, and Effective Government	Mayor's Office	Policy, Legislation and Intergovernmental Affairs	Administration-wide policy meetings
Diverse, Inclusive, Efficient, and Effective Government	Mayor's Office	Policy, Legislation and Intergovernmental Affairs	Number of external partnerships
Diverse, Inclusive, Efficient, and Effective Government	Mural Arts	Mural Arts	Press and social media impressions
Diverse, Inclusive, Efficient, and Effective Government	Mural Arts	Mural Arts	Private funding leveraged (per public dollar)
Diverse, Inclusive, Efficient, and Effective Government	Office of Human Resources	Benefits Administration	Percent change in the total dollar amount of health benefit expenditures (actual) compared to budget (adopted)
Diverse, Inclusive, Efficient, and Effective Government	Office of Human Resources	Benefits Administration	Percent of employees and spouses/life partners who completed wellness initiatives
Diverse, Inclusive, Efficient, and Effective Government	Office of Human Resources	Benefits Administration	Percent of employees and spouses/life partners who participated in wellness initiatives
Diverse, Inclusive, Efficient, and Effective Government	Office of Human Resources	Employee Medical Evaluation	Percent of evaluations completed under SLA
Diverse, Inclusive, Efficient, and Effective Government	Office of Human Resources	Hiring Services	Average number of days for producing civil service eligible list
Diverse, Inclusive, Efficient, and Effective Government	Office of Human Resources	Hiring Services	Percentage of civil service eligible lists produced on or by target date
Diverse, Inclusive, Efficient, and Effective Government	Office of Human Resources	Human Resources Management Administration	Percent of time SLA is met for human resources initial transactions
Diverse, Inclusive, Efficient, and Effective Government	Office of Human Resources	Planning and Strategy	Milestone: obtain data to establish a performance measure for City hiring time
Diverse, Inclusive, Efficient, and Effective Government	Office of Innovation & Technology	Departmental Services and Solutions	Percentage of all application-related tickets/issues resolved within service level agreement (SLA)
Diverse, Inclusive, Efficient, and Effective Government	Office of Innovation & Technology	Enterprise Support Services	Network availability percentage
Diverse, Inclusive, Efficient, and Effective Government	Office of Innovation & Technology	Enterprise Support Services	Percent of tickets resolved within service level agreement (SLA) terms
Diverse, Inclusive, Efficient, and Effective Government	Office of Innovation & Technology	Unified Communications	Time to resolve telecom incident tickets/issues within service level agreement (SLA)
Diverse, Inclusive, Efficient, and Effective Government	Office of Innovation & Technology	Unified Communications	Uptime for video camera (VSS) coverage/network
Diverse, Inclusive, Efficient, and Effective Government	Office of Innovation & Technology	Unified Communications	VoIP-enabled uptime -- initially focus on the five (5) major Center City buildings
Diverse, Inclusive, Efficient, and Effective Government	Office of Property Assessment	Administration	Percent of budgeted positions that are filled
Diverse, Inclusive, Efficient, and Effective Government	Office of Property Assessment	Evaluation	Coefficient of Dispersion
Diverse, Inclusive, Efficient, and Effective Government	Office of Property Assessment	Evaluation	Overall single-family price-related differential
Diverse, Inclusive, Efficient, and Effective Government	Parks & Recreation	Communications & Engagement	Percent increase in concessions revenue
Diverse, Inclusive, Efficient, and Effective Government	Parks & Recreation	Communications & Engagement	Percent increase in volunteer participation
Diverse, Inclusive, Efficient, and Effective Government	Parks & Recreation	Communications & Engagement	Percent of permit holder Net Promoter Score survey respondents who are detractors
Diverse, Inclusive, Efficient, and Effective Government	Parks & Recreation	Communications & Engagement	Total Engagement
Diverse, Inclusive, Efficient, and Effective Government	Parks & Recreation	Executive, Administration & Performance Management	Net hires (full- and part-time)
Diverse, Inclusive, Efficient, and Effective Government	Parks & Recreation	Executive, Administration & Performance Management	Percentage of permanent staff attending trainings
Diverse, Inclusive, Efficient, and Effective Government	Parks & Recreation	Infrastructure and Property Management	Percent of 311 requests closed that meet standard
Diverse, Inclusive, Efficient, and Effective Government	Parks & Recreation	Infrastructure and Property Management	Percent of Perform requests closed that meet standard
Diverse, Inclusive, Efficient, and Effective Government	Planning & Development	Development Services	Civic Engagement - # of Community members engaged with/supported to understand processes
Diverse, Inclusive, Efficient, and Effective Government	Planning & Development	Development Services	Development Process Inquiries receiving a response within 1 business day
Diverse, Inclusive, Efficient, and Effective Government	Planning & Development	Development Services	Development Service Committees (full meetings)
Diverse, Inclusive, Efficient, and Effective Government	Planning & Development	Development Services	Percentage of development process inquiries receiving an initial response within one business day
Diverse, Inclusive, Efficient, and Effective Government	Planning & Development	Executive Administration	Median payment processing time for subrecipients, vendors, and staff (in days)
Diverse, Inclusive, Efficient, and Effective Government	Planning & Development	Executive Administration	Number of applicants to home improvement programs
Diverse, Inclusive, Efficient, and Effective Government	Planning & Development	Planning & Zoning	Number of Zoning Board of Adjustment (ZBA) cases that are filed within the reporting period
Diverse, Inclusive, Efficient, and Effective Government	Prisons	Administration	Actual spend on overtime (year-to-date, in millions)
Diverse, Inclusive, Efficient, and Effective Government	Prisons	Administration	Percentage of budgeted positions (uniform only) filled
Diverse, Inclusive, Efficient, and Effective Government	Prisons	Maintenance	Average daily rate of out-of-service cells
Diverse, Inclusive, Efficient, and Effective Government	Prisons	Maintenance	Total amount of overtime for maintenance staff
Diverse, Inclusive, Efficient, and Effective Government	Prisons	Security & Operations	Overtime costs avoided through use of the Medical Transport Unit (year-to-date)
Diverse, Inclusive, Efficient, and Effective Government	Procurement	Administration	Average contract conformance time: professional services contracts (days)
Diverse, Inclusive, Efficient, and Effective Government	Procurement	Administration	Average invoice processing times for Citywide advertising
Diverse, Inclusive, Efficient, and Effective Government	Procurement	Administration	Percent of citywide advertising not related to bid advertisements
Diverse, Inclusive, Efficient, and Effective Government	Procurement	Inventory Disposal/Control	Total revenues earned across the program
Diverse, Inclusive, Efficient, and Effective Government	Procurement	Public Works	Average number of bidders per awarded contract(s)
Diverse, Inclusive, Efficient, and Effective Government	Procurement	Public Works	Average number of days from bid initiation to award
Diverse, Inclusive, Efficient, and Effective Government	Procurement	Public Works	Percentage of contracts awarded to Local Business Entities (LBE)
Diverse, Inclusive, Efficient, and Effective Government	Procurement	Public Works	Percentage of Public Works contracts awarded to M/W/DBEs
Diverse, Inclusive, Efficient, and Effective Government	Procurement	Services, Supplies & Equipment	Average number of bidders per awarded contract(s)
Diverse, Inclusive, Efficient, and Effective Government	Procurement	Services, Supplies & Equipment	Average number of days from bid initiation to award
Diverse, Inclusive, Efficient, and Effective Government	Procurement	Services, Supplies & Equipment	Percentage of Service, Supply and Equipment (SSE) contracts awarded to Minority-, Women-, and Disabled- Owned Business Enterprises (M/W/DBEs)
Diverse, Inclusive, Efficient, and Effective Government	Procurement	Services, Supplies & Equipment	Percentage of Small Order Purchases (SOPs) awarded to M/W/DBEs
Diverse, Inclusive, Efficient, and Effective Government	Public Health	Administration and Support	Median number of days to conform department draft contract
Diverse, Inclusive, Efficient, and Effective Government	Public Health	Administration and Support	Percent of fleet vehicles compliant with preventive maintenance schedule
Diverse, Inclusive, Efficient, and Effective Government	Public Health	Health Analysis, Information & Strategy	Average number of department digital media views per month
Diverse, Inclusive, Efficient, and Effective Government	Public Property	Administration	Administration: invoices - days to pay median (from date of receipt to date of submission to Finance)
Diverse, Inclusive, Efficient, and Effective Government	Public Property	Administration	Human Resources: days to fill position after certification
Diverse, Inclusive, Efficient, and Effective Government	Public Property	Administration	Human Resources: net hires

**CITY OF PHILADELPHIA  
PERFORMANCE MEASURES  
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Mayoral Priority	Department Name	Program Name	Performance Measure
Diverse, Inclusive, Efficient, and Effective Government	Public Property	Administration	Percent of customer service survey respondents who rate DPP's service a 3 out of 5 or higher
Diverse, Inclusive, Efficient, and Effective Government	Public Property	Capital	Number of projects that completed design
Diverse, Inclusive, Efficient, and Effective Government	Public Property	Capital	Number of substantially completed construction projects
Diverse, Inclusive, Efficient, and Effective Government	Public Property	Facilities Management: Field Operations	Field Operations: Facilities division internal work order volume
Diverse, Inclusive, Efficient, and Effective Government	Public Property	Facilities Management: Field Operations	Field Operations: Percent of work orders completed within service level
Diverse, Inclusive, Efficient, and Effective Government	Public Property	Facilities Management: Quad-Plex	Quad-Plex: Percent of work orders completed within SLA
Diverse, Inclusive, Efficient, and Effective Government	Public Property	Facilities Management: Quad-Plex	Quad-Plex: work order volume
Diverse, Inclusive, Efficient, and Effective Government	Public Property	Real Estate and Planning	Lease Cost Per Square Foot
Diverse, Inclusive, Efficient, and Effective Government	Public Property	Real Estate and Planning	Square feet of space per employee, owned and leased
Diverse, Inclusive, Efficient, and Effective Government	Public Property	Real Estate and Planning	Total square feet of space owned and leased
Diverse, Inclusive, Efficient, and Effective Government	Records	Department Administration	Percentage of contracts conformed within 60 days after contract start date
Diverse, Inclusive, Efficient, and Effective Government	Records	Document Recording	Documents to be recorded will be recorded within 45 days by fiscal year end.
Diverse, Inclusive, Efficient, and Effective Government	Records	Document Recording	Percentage of land records electronically filed (deeds, mortgages, etc.)
Diverse, Inclusive, Efficient, and Effective Government	Records	Imaging	Percentage of print jobs completed within customer deadline
Diverse, Inclusive, Efficient, and Effective Government	Records	Public Access to Records	Percentage of financial disclosures electronically filed
Diverse, Inclusive, Efficient, and Effective Government	Records	Public Access to Records	Percentage of public land requests turned around within one day
Diverse, Inclusive, Efficient, and Effective Government	Records	Records Management	Number of boxes containing expired records recycled
Diverse, Inclusive, Efficient, and Effective Government	Revenue	Delinquent Tax Collections	Percent change in delinquent principal outstanding - Real Estate Tax
Diverse, Inclusive, Efficient, and Effective Government	Revenue	Delinquent Tax Collections	Percent delinquent real estate tax accounts in payment agreements
Diverse, Inclusive, Efficient, and Effective Government	Revenue	Policy, Analysis, Executive Direction & Administration	Percent of budgeted positions filled
Diverse, Inclusive, Efficient, and Effective Government	Revenue	Tax Billing, Accounting & Customer Service	Percent of real estate tax collected within calendar year
Diverse, Inclusive, Efficient, and Effective Government	Revenue	Tax Billing, Accounting & Customer Service	Total dollar amount collected (General Fund)
Diverse, Inclusive, Efficient, and Effective Government	Revenue	Tax Billing, Accounting & Customer Service	Total dollar amount collected (School District)
Diverse, Inclusive, Efficient, and Effective Government	Revenue	Taxpayer Assistance & Credit Programs	Percent of eligible homeowners receiving relief
Diverse, Inclusive, Efficient, and Effective Government	Revenue	Water Assistance Programs	Percent of applications reviewed within 30 days
Diverse, Inclusive, Efficient, and Effective Government	Revenue	Water Billing, Accounting & Customer Service	Dollar amount of water bills collected
Diverse, Inclusive, Efficient, and Effective Government	Revenue	Water Billing, Accounting & Customer Service	Percent of water bills paid in 90 days
Diverse, Inclusive, Efficient, and Effective Government	Revenue	Water Collections	Percent change in delinquent principal outstanding (excludes current charges not yet overdue/delinquent and city bills)
Diverse, Inclusive, Efficient, and Effective Government	Revenue	Water Collections	Percent of Delinquent Water Accounts in Payment Agreements or TAP
Diverse, Inclusive, Efficient, and Effective Government	Streets	City Street Plans and Surveying	Average days survey district response time
Diverse, Inclusive, Efficient, and Effective Government	Streets	City Street Plans and Surveying	Total cost of survey services provided to others
Diverse, Inclusive, Efficient, and Effective Government	Streets	Engineering Design and Construction	Number of ongoing construction projects
Diverse, Inclusive, Efficient, and Effective Government	Streets	Engineering Design and Construction	Number of ongoing designs
Diverse, Inclusive, Efficient, and Effective Government	Streets	General Administrative Support	Average days to process operating invoices
Diverse, Inclusive, Efficient, and Effective Government	Streets	General Administrative Support	Number of operating invoices processed
Diverse, Inclusive, Efficient, and Effective Government	Sustainability	Climate Resilience	Number of municipal projects that embed climate resilience-building activities that reduce identified vulnerabilities
Diverse, Inclusive, Efficient, and Effective Government	Sustainability	Climate Resilience	Total funding made available to address inequities that climate impacts exacerbate and build capacity for community resilience
Diverse, Inclusive, Efficient, and Effective Government	Sustainability	Climate Resilience	Number of place-based initiatives that increase adaptive capacity and/or reduce exposure risk to climate impact through collaborative partnerships and community-based management
Diverse, Inclusive, Efficient, and Effective Government	Sustainability	Energy Office	City of Philadelphia facility energy consumption, including General, Aviation and Water Funds (Million British Thermal Units)
Diverse, Inclusive, Efficient, and Effective Government	Sustainability	Energy Office	City of Philadelphia facility energy cost including General, Aviation and Water Funds (\$ Million)
Diverse, Inclusive, Efficient, and Effective Government	Sustainability	Energy Office	Greenhouse Gas Emissions (GHG) for General Fund (Metric Ton of Carbon Dioxide equivalent MTCO2e)
Diverse, Inclusive, Efficient, and Effective Government	Sustainability	Energy Office	Percentage of General Fund square footage participating in energy management practices supported by Municipal Energy Master Plan
Diverse, Inclusive, Efficient, and Effective Government	Sustainability	Greenworks	Number of people who engaged with Food Policy Advisory Council (FPAC) during the reporting period
Diverse, Inclusive, Efficient, and Effective Government	Sustainability	Greenworks	Number of people who engaged with OOS during the reporting period
Diverse, Inclusive, Efficient, and Effective Government	Sustainability	Greenworks	Percentage of total buildings in compliance with energy and benchmarking law
Diverse, Inclusive, Efficient, and Effective Government	Water	Engineering & Construction	Percent of capital budget encumbered
Diverse, Inclusive, Efficient, and Effective Government	Water	Finance	Achieve targeted debt and liquidity metrics as defined by the Department's Financial Plan
Diverse, Inclusive, Efficient, and Effective Government	Water	Finance	Maintain current credit ratings (A+ / A1 / A+)
Diverse, Inclusive, Efficient, and Effective Government	Water	Human Resources and Administration	Departmental vacancy rate (%)
Diverse, Inclusive, Efficient, and Effective Government	Water	Operations	Average time to repair a water main break upon crew arrival at site (hours)
Diverse, Inclusive, Efficient, and Effective Government	Water	Operations	Number of storm inlets cleaned/year
Diverse, Inclusive, Efficient, and Effective Government	Water	Operations	Percent of hydrants available
Diverse, Inclusive, Efficient, and Effective Government	Water	Planning & Environmental Services	Analyses performed by PWD's Bureau of Laboratory Services/year
Diverse, Inclusive, Efficient, and Effective Government	Water	Planning & Environmental Services	Constructed greened acres
Diverse, Inclusive, Efficient, and Effective Government	Water	Planning & Environmental Services	Number of Green Acres Design Completed/year
Diverse, Inclusive, Efficient, and Effective Government	Water	Planning & Environmental Services	Site inspections completed/month
Diverse, Inclusive, Efficient, and Effective Government	Water	Public Affairs	Average speed to answer customers' billing and service calls (minutes)
Diverse, Inclusive, Efficient, and Effective Government	Water	Public Affairs	Average speed to answer customers' emergency calls (minutes)
Diverse, Inclusive, Efficient, and Effective Government	Water	Public Affairs	Number of non-city employees in attendance at public meetings
Health Equity for All	Behavioral Health & Intellectual Disability Services	Behavioral Health	Number of community-based behavioral health screenings events
Health Equity for All	Behavioral Health & Intellectual Disability Services	Behavioral Health	Number of EDS with a Warm Handoff (WHO) process
Health Equity for All	Behavioral Health & Intellectual Disability Services	Behavioral Health	Number of individuals trained in Mental Health First Aid
Health Equity for All	Behavioral Health & Intellectual Disability Services	Behavioral Health	Number of Innovative Community events/programming
Health Equity for All	Behavioral Health & Intellectual Disability Services	Behavioral Health	Sponsored community events attendance

**CITY OF PHILADELPHIA**  
**PERFORMANCE MEASURES**  
**WITH ASSOCIATED MAYORAL PRIORITY**  
**FISCAL YEAR 2023**

Mayoral Priority	Department Name	Program Name	Performance Measure
Health Equity for All	Behavioral Health & Intellectual disAbility Services	HealthChoices / Community Behavioral Health	Number of admissions to out-of-state residential treatment facilities
Health Equity for All	Behavioral Health & Intellectual disAbility Services	HealthChoices / Community Behavioral Health	Number of admissions to residential treatment facilities
Health Equity for All	Behavioral Health & Intellectual disAbility Services	HealthChoices / Community Behavioral Health	Number of initiatives with Identified Outcome Measures and percent of initiatives with viable Sustainment Plans
Health Equity for All	Behavioral Health & Intellectual disAbility Services	HealthChoices / Community Behavioral Health	Percent of follow-up within 30 days of discharge from an inpatient psychiatric facility (adults)
Health Equity for All	Behavioral Health & Intellectual disAbility Services	HealthChoices / Community Behavioral Health	Percent of follow-up within 30 days of discharge from an inpatient psychiatric facility (children)
Health Equity for All	Behavioral Health & Intellectual disAbility Services	HealthChoices / Community Behavioral Health	Percent of providers that receive satisfactory credentialing status
Health Equity for All	Behavioral Health & Intellectual disAbility Services	HealthChoices / Community Behavioral Health	Percent of readmission within 30 days to inpatient psychiatric facility (Substance Abuse & non-Substance Abuse) (adults)
Health Equity for All	Behavioral Health & Intellectual disAbility Services	HealthChoices / Community Behavioral Health	Percent of readmission within 30 days to inpatient psychiatric facility (Substance Abuse & non-Substance Abuse) (children)
Health Equity for All	Behavioral Health & Intellectual disAbility Services	HealthChoices / Community Behavioral Health	Unduplicated persons served in all community-based services, including outpatient services
Health Equity for All	Behavioral Health & Intellectual disAbility Services	Intellectual disAbility Services	Number of Early Intervention providers trained in evidence-based intervention for social emotional concerns.
Health Equity for All	Behavioral Health & Intellectual disAbility Services	Intellectual disAbility Services	Number of infants and toddlers who receive evidence-based interventions for social emotional concerns.
Health Equity for All	Behavioral Health & Intellectual disAbility Services	Intellectual disAbility Services	Number of referrals from all system partners, specifically DHS, PDPH, OHS, for children at special risk for social emotional concerns
Health Equity for All	Community Empowerment & Opportunity	Community Empowerment & Opportunity	Benefits Access: Average dollar value of benefits accessed per household
Health Equity for All	Community Empowerment & Opportunity	Community Empowerment & Opportunity	Benefits Access: Number of households who enroll in benefits
Health Equity for All	Homeless Services	Emergency & Temporary Housing	Median length of stay in shelter, transitional, and safe haven programs
Health Equity for All	Homeless Services	Emergency & Temporary Housing	Percent of exits to permanent housing destinations from shelter and transitional housing programs
Health Equity for All	Homeless Services	Homelessness Prevention and Diversion	Number of households provided homeless prevention assistance
Health Equity for All	Homeless Services	Permanent Housing	Number of households placed into all types of permanent housing, including permanent supportive housing and rapid rehousing
Health Equity for All	Homeless Services	Permanent Housing	Number of households provided rapid rehousing assistance to end their homelessness
Health Equity for All	Homeless Services	Permanent Housing	Percent of households who return to homelessness within two years after exiting to a permanent housing destination
Health Equity for All	Human Services	Child Welfare Operations	Dependent placement population (as of the last day of the quarter)
Health Equity for All	Human Services	Child Welfare Operations	Percent of Child Protective Services (CPS) investigations that were determined within 60 days
Health Equity for All	Human Services	Child Welfare Operations	Percent of children in out-of-home placement who achieved permanency out of all children in placement in a given year
Health Equity for All	Human Services	Child Welfare Operations	Percent of children who enter an out-of-home placement from in-home services
Health Equity for All	Human Services	Child Welfare Operations	Percent of dependent placement population in care more than two years (as of the last day of the quarter)
Health Equity for All	Human Services	Child Welfare Operations	Percent of dependent placement population in Congregate Care (as of the last day of the quarter)
Health Equity for All	Human Services	Child Welfare Operations	Percent of dependent placement population in Kinship Care (as of the last day of the quarter)
Health Equity for All	Human Services	Child Welfare Operations	Percent of General Protective Services (GPS) investigations that were determined within 60 days
Health Equity for All	Human Services	Community-Based Prevention Services	Percentage of Rapid Service Response Initiative (RSRI) referrals that are accepted for service
Health Equity for All	Law	Social Services	Child welfare: permanency rate
Health Equity for All	Managing Director's Office	Animal Care & Control Team (ACCT)	Life-saving rate
Health Equity for All	Managing Director's Office	Animal Care & Control Team (ACCT)	Number of city dog licenses issued
Health Equity for All	Managing Director's Office	Animal Care & Control Team (ACCT)	Number of spay/neuter surgeries completed
Health Equity for All	Parks & Recreation	Infrastructure and Property Management	New trees planted
Health Equity for All	Planning & Development	Community Development	Unique lots stabilized, greened, and maintained
Health Equity for All	Planning & Development	Housing Development	Clients receiving counseling for properties in tax foreclosure
Health Equity for All	Planning & Development	Housing Development	Homeowners' assistance grants
Health Equity for All	Planning & Development	Housing Development	Homes repaired (BSRP, Heater Hotline, LIHEAP Crisis, and AMP)
Health Equity for All	Planning & Development	Housing Development	Mortgage foreclosures diverted
Health Equity for All	Planning & Development	Housing Development	Number of affordable housing units created
Health Equity for All	Planning & Development	Housing Development	Number of units preserved
Health Equity for All	Prisons	Medical & Psychiatric Services	Percentage of eligible inmates receiving behavioral medications within 48 hours of admissions
Health Equity for All	Prisons	Medical & Psychiatric Services	Percentage of STD-positive patients treated before release
Health Equity for All	Public Health	AIDS Activities Coordinating Office	Number of clients served by department-funded Ryan White outpatient ambulatory health system in Philadelphia
Health Equity for All	Public Health	AIDS Activities Coordinating Office	Number of new HIV diagnoses
Health Equity for All	Public Health	Air Management Services	Number of calendar days with air quality index rating of 100 or below
Health Equity for All	Public Health	Ambulatory Health Services	Number of patient visits at department-run ambulatory health centers
Health Equity for All	Public Health	Ambulatory Health Services	Percent of patients ages 18-84 with a diagnosis of hypertension who have controlled blood pressure
Health Equity for All	Public Health	Ambulatory Health Services	Percentage of visits uninsured
Health Equity for All	Public Health	Chronic Disease and Injury Prevention	Youth tobacco sales compliance (%)
Health Equity for All	Public Health	COVID Containment Division	Percent of cases who agree to participate in contact tracing
Health Equity for All	Public Health	COVID Containment Division	Percent of contacts who agree to quarantine
Health Equity for All	Public Health	COVID Containment Division	Percent of PDPH COVID-19 tests that are rapid point-of-care
Health Equity for All	Public Health	Disease Control	Children 19-35 months with complete immunizations 4:3:1:3:3:1:4
Health Equity for All	Public Health	Disease Control	Number of high school students who are tested for a sexually transmitted disease through the school screening program
Health Equity for All	Public Health	Disease Control	Number of patient visits to department-run STD clinics
Health Equity for All	Public Health	Environmental Health Services	Number of months between food establishment inspections
Health Equity for All	Public Health	Health Systems	Philadelphia nursing home average daily census
Health Equity for All	Public Health	Lead & Healthy Homes	Reported number of children under age 6 years with new lead exposure, defined as elevated blood level of 5 micrograms per deciliter (µg/dL)

**CITY OF PHILADELPHIA  
PERFORMANCE MEASURES  
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Mayoral Priority	Department Name	Program Name	Performance Measure
Health Equity for All	Public Health	Maternal, Child & Family Health	Percent of women initiating breastfeeding
Health Equity for All	Public Health	Maternal, Child & Family Health	Number of families referred to Philly Families CAN, the home visiting centralized intake system
Health Equity for All	Public Health	Maternal, Child & Family Health	Percent of non-Hispanic Black women initiating breastfeeding
Health Equity for All	Public Health	Medical Examiner's Office	Number of death cases investigated
Health Equity for All	Public Health	Medical Examiner's Office	Percent of all cases with autopsy reports issued within 90 calendar days
Health Equity for All	Public Health	Public Health Laboratory	Covid-19 Reporting Turnaround times from receipt in lab to final result
Health Equity for All	Public Health	Public Health Laboratory	Number of diabetes blood sugar tests performed
Health Equity for All	Streets	Recycling Promotion and Processing	On-time collection (by 3 PM): recycling
Health Equity for All	Streets	Recycling Promotion and Processing	Recycling rate
Health Equity for All	Streets	Recycling Promotion and Processing	Tons of recycling collected and disposed
Health Equity for All	Streets	Sanitation Education, Enforcement & Compliance	Number of citations issued
Health Equity for All	Streets	Sanitation Education, Enforcement & Compliance	Number of contacts and warnings
Health Equity for All	Streets	Solid Waste Collection and Disposal	On-time collection (by 3 PM): trash
Health Equity for All	Streets	Solid Waste Collection and Disposal	Tons of refuse collected and disposed
Health Equity for All	Water	Engineering & Construction	Miles of sewers renewed
Health Equity for All	Water	Engineering & Construction	Miles of water mains renewed
Health Equity for All	Water	Operations	Miles of pipeline surveyed for leakage
Health Equity for All	Water	Operations	Millions of gallons of treated water
Health Equity for All	Water	Operations	Percent of time Philadelphia's drinking water met or surpassed state and federal standards
Health Equity for All	Water	Operations	Wastewater Treatment met or surpasses state and federal standards/month
Health Equity for All	Water	Operations	Water main breaks repaired
Inclusive Economy and Thriving Neighborhoods	Commerce	Economic Development	Business Attraction and Retention: Number of wins
Inclusive Economy and Thriving Neighborhoods	Commerce	Economic Development	Neighborhood Business Services: Number of businesses supported
Inclusive Economy and Thriving Neighborhoods	Commerce	Economic Development	Number of Businesses and Employers Engaged
Inclusive Economy and Thriving Neighborhoods	Commerce	Economic Development	Number of Job Connections
Inclusive Economy and Thriving Neighborhoods	Commerce	Economic Development	Number of Business Process Improvement Wins
Inclusive Economy and Thriving Neighborhoods	Commerce	Office of Economic Opportunity	M/W/DSBE participation rate on City contracts
Inclusive Economy and Thriving Neighborhoods	Commerce	Office of Economic Opportunity	Number of Businesses added to the OEO registry
Inclusive Economy and Thriving Neighborhoods	Community Empowerment & Opportunity	Community Empowerment & Opportunity	Financial Empowerment: Number of individuals who received one-on-one financial counseling
Inclusive Economy and Thriving Neighborhoods	Division of Aviation	Division of Aviation	Enplaned passengers (million)
Inclusive Economy and Thriving Neighborhoods	Division of Aviation	Division of Aviation	Freight and mail cargo (tons)
Inclusive Economy and Thriving Neighborhoods	Division of Aviation	Division of Aviation	Non-airline revenue (\$ million)
Inclusive Economy and Thriving Neighborhoods	Division of Aviation	Division of Aviation	Operations (# arrivals and departures)
Inclusive Economy and Thriving Neighborhoods	Division of Aviation	Division of Aviation	Retail/beverage sales (\$ million)
Inclusive Economy and Thriving Neighborhoods	Managing Director's Office	Community Life Improvement Program (CLIP)	Community Life Improvement: exterior property maintenance compliance rate
Inclusive Economy and Thriving Neighborhoods	Managing Director's Office	Community Life Improvement Program (CLIP)	Community Life Improvement: exterior property maintenance violations
Inclusive Economy and Thriving Neighborhoods	Managing Director's Office	Community Life Improvement Program (CLIP)	Community Partnership Program: groups that received supplies
Inclusive Economy and Thriving Neighborhoods	Managing Director's Office	Community Life Improvement Program (CLIP)	Community Service Program: citywide cleanup projects completed
Inclusive Economy and Thriving Neighborhoods	Managing Director's Office	Community Life Improvement Program (CLIP)	Graffiti Abatement: properties and street fixtures cleaned
Inclusive Economy and Thriving Neighborhoods	Managing Director's Office	Community Life Improvement Program (CLIP)	Graffiti removal tickets closed within service level agreement of seven days
Inclusive Economy and Thriving Neighborhoods	Managing Director's Office	Community Life Improvement Program (CLIP)	Number of nuisance properties and vacant lots abated
Inclusive Economy and Thriving Neighborhoods	Managing Director's Office	Community Life Improvement Program (CLIP)	Vacant Lot Program: vacant lot abatements
Inclusive Economy and Thriving Neighborhoods	Managing Director's Office	Community Life Improvement Program (CLIP)	Vacant Lot Program: vacant lot compliance rate
Inclusive Economy and Thriving Neighborhoods	Managing Director's Office	Office of Arts, Culture & the Creative Economy (OACCE)	Arts Access
Inclusive Economy and Thriving Neighborhoods	Managing Director's Office	Office of Arts, Culture & the Creative Economy (OACCE)	Attendance at OACCE's activities
Inclusive Economy and Thriving Neighborhoods	Managing Director's Office	Office of Arts, Culture & the Creative Economy (OACCE)	Number of artists supported
Inclusive Economy and Thriving Neighborhoods	Managing Director's Office	Office of Arts, Culture & the Creative Economy (OACCE)	Number of performances
Inclusive Economy and Thriving Neighborhoods	Managing Director's Office	Office of Arts, Culture & the Creative Economy (OACCE)	Public engagement
Inclusive Economy and Thriving Neighborhoods	Managing Director's Office	Office of Immigrant Affairs (OIA)	Number of LEP transactions
Inclusive Economy and Thriving Neighborhoods	Managing Director's Office	Office of Immigrant Affairs (OIA)	Number of translated documents
Inclusive Economy and Thriving Neighborhoods	Mural Arts	Mural Arts	Number of mid- or large-scale restorations completed
Inclusive Economy and Thriving Neighborhoods	Mural Arts	Mural Arts	Number of program participants (sustained engagement)
Inclusive Economy and Thriving Neighborhoods	Mural Arts	Mural Arts	Number of project, tour, and event participants(short-term engagement)
Inclusive Economy and Thriving Neighborhoods	Mural Arts	Mural Arts	Number of public art projects dedicated
Inclusive Economy and Thriving Neighborhoods	Parks & Recreation	Recreational Services	Number of programs
Inclusive Economy and Thriving Neighborhoods	Parks & Recreation	Recreational Services	Number of unique individuals who attended programs
Inclusive Economy and Thriving Neighborhoods	Parks & Recreation	Recreational Services	Percent change in pool visits compared to FY20 (pre-COVID)
Inclusive Economy and Thriving Neighborhoods	Parks & Recreation	Recreational Services	Program participation rate
Inclusive Economy and Thriving Neighborhoods	Parks & Recreation	Recreational Services	Total visits (in millions)
Inclusive Economy and Thriving Neighborhoods	Planning & Development	Community Development	Land Bank: Gross revenue generated from land sales
Inclusive Economy and Thriving Neighborhoods	Planning & Development	Community Development	Land Bank: Number of publicly-owned properties disposed of for redevelopment activities within reporting period
Inclusive Economy and Thriving Neighborhoods	Planning & Development	Community Development	Land Bank: Number of tax foreclosure properties acquired
Quality Education For All	Art Museum	Art Museum	Student Engagement: Number of students reached from Philadelphia District-Operated and Charter Schools through onsite visits and virtual programs
Quality Education For All	Free Library	Customer Engagement	Adult Program Attendance
Quality Education For All	Free Library	Customer Engagement	Children's Program Attendance
Quality Education For All	Free Library	Customer Engagement	Circulation counts (collection use statistics)
Quality Education For All	Free Library	Customer Engagement	Hours of service

**CITY OF PHILADELPHIA  
PERFORMANCE MEASURES  
WITH ASSOCIATED MAYORAL PRIORITY  
FISCAL YEAR 2023**

Mayoral Priority	Department Name	Program Name	Performance Measure
Quality Education For All	Free Library	Customer Engagement	In-person visits
Quality Education For All	Free Library	Customer Engagement	Percentage of Philadelphians who have Library cards
Quality Education For All	Free Library	Customer Engagement	Preschool Program Attendance
Quality Education For All	Free Library	Customer Engagement	Program attendance
Quality Education For All	Free Library	Customer Engagement	Senior Program Attendance
Quality Education For All	Free Library	Customer Engagement	Teen Program Attendance
Quality Education For All	Free Library	Information Technology & Digital Strategies	Digital access
Quality Education For All	Free Library	Information Technology & Digital Strategies	Virtual visits via FLP website
Quality Education For All	OCF - Office of Children and Families Cluster	Office of Children and Families	<b>Adult Education Milestone:</b> Number of learners who accessed adult education services
Quality Education For All	OCF - Office of Children and Families Cluster	Office of Children and Families	<b>Community Schools Milestone:</b> Complete a workplan for each Community School that ties directly to CS goals and the School Improvement Plan
Quality Education For All	OCF - Office of Children and Families Cluster	Office of Children and Families	<b>Community Schools Milestone:</b> Evidence-based programs that support school and system goals
Quality Education For All	OCF - Office of Children and Families Cluster	Office of Children and Families	<b>Community Schools Milestone:</b> Philadelphia community schools show gains in student attendance (progress is reflected in the average score across all community schools of the percent of students attending at least 95% of days)
Quality Education For All	OCF - Office of Children and Families Cluster	Office of Children and Families	<b>Education Support Center Milestone:</b> Percentage of students remaining in their school of origin following an ESSA BID Conference
Quality Education For All	OCF - Office of Children and Families Cluster	Office of Children and Families	<b>OST Milestone:</b> Number of DHS-funded Out-of-School Time (OST) participants during the school year
Quality Education For All	OCF - Office of Children and Families Cluster	Office of Children and Families	<b>OST Milestone:</b> Number of DHS-funded Out-of-School Time (OST) participants during the summer
Quality Education For All	OCF - Office of Children and Families Cluster	Office of Children and Families	Percent of PHLpreK seats filled
Quality Education For All	OCF - Office of Children and Families Cluster	Office of Children and Families	Percent of PHLpreK seats that are STAR 3 and 4
Quality Education For All	OCF - Office of Children and Families Cluster	Office of Children and Families	<b>Truancy Milestone:</b> Number of students referred for services to Truancy Providers for Early Intervention (Tier 1)
Quality Education For All	Planning & Development	Executive Administration	Number of students exposed to careers in housing, planning, and development

# HOW TO READ THE CAPITAL PROGRAM AND BUDGET

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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 FY2021 to FY2022.
  - ▲ **CR, XR** – Operating Revenue appropriated to the Capital Budget from the Operating Budget.
  - ▲ **CA** – Pre-financed 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 using 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 FY2021 to FY2022.

- ▲ **FB, FO, FT** – Federal sources.
- ▲ **PB, PT** – Private sources.
- ▲ **SB, SO, ST** – State sources.
- ▲ **TB, TO, TT** – Other Governments and Agencies including SEPTA, adjacent counties and townships, and proceeds from the bonds of quasi-public authorities.

Exhibit A: Sources of Funds

	2023	2024	2025	2026	2027	2028	2023 - 2028	
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	
<b>City Funds-Tax Supported</b>								
CT	Carried Forward Loans	539,978					539,978	
CR	Operating Revenue	253,716	11,250	11,250	11,250	11,250	750	299,466
CN	New Loans	180,785	170,046	170,760	170,156	170,473	170,596	1,032,816
CA	Prefinanced Loans	3,491						3,491
A	PICA Prefinanced Loans	17,178						17,178
<b>City Funds-Self Sustaining</b>								
XT	Self Sustaining Carry Forward Loans	586,755						586,755
XR	Self Sustaining Operating Revenue	158,303	47,981	49,946	56,585	56,714	56,733	426,262
XN	Self Sustaining New Loans	680,374	707,654	702,524	864,923	619,312	551,799	4,126,586
<b>Other City Funds</b>								
Z	Revolving Funds	30,000	17,500	17,500	17,500	17,500		100,000
<b>Other Than City Funds</b>								
TT	Carried Forward Other Govt	33,206						33,206
TO	Other Governments Off Budget	974	1,498	1,628	1,540	1,438	1,354	8,432
TB	Other Governments/Agencies	3,100	100	100	100	100	100	3,600
ST	Carried Forward State	277,641						277,641
SO	State Off Budget	175,165	190,914	199,118	199,590	204,943	207,612	1,177,342
SB	State	49,345	51,104	47,147	47,103	61,147	54,626	310,472
PT	Carried Forward Private	110,667						110,667
PB	Private	13,470	7,080	5,949	5,784	4,131	4,057	40,471
FT	Carried Forward Federal	485,908						485,908
FO	Federal Off Budget	117,240	106,454	134,466	125,843	101,042	107,734	692,779
FB	Federal	116,055	138,670	102,725	101,906	129,148	127,945	716,449
<b>TOTAL - ALL FUNDS</b>		<b>3,833,351</b>	<b>1,450,251</b>	<b>1,443,113</b>	<b>1,602,280</b>	<b>1,377,198</b>	<b>1,283,306</b>	<b>10,989,499</b>

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						

**ART MUSEUM**

*ART MUSEUM COMPLEX - CAPITAL*

1	Philadelphia Museum of Art - Building Rehabilitation	2,000 2,000 CN	2,000 2,000 CN	2,000 2,000 CN	2,500 2,500 CN	3,000 3,000 CN	3,000 3,000 CN	14,500 14,500 CN
1A	Philadelphia Museum of Art - Building Rehabilitation-FY22	1,500 1,500 CT						1,500 1,500 CT
<i>ART MUSEUM COMPLEX - CAPITAL</i>		3,500 2,000 CN 1,500 CT	2,000 2,000 CN	2,000 2,000 CN	2,500 2,500 CN	3,000 3,000 CN	3,000 3,000 CN	16,000 14,500 CN 1,500 CT
<b>ART MUSEUM</b>		3,500 2,000 CN 1,500 CT	2,000 2,000 CN	2,000 2,000 CN	2,500 2,500 CN	3,000 3,000 CN	3,000 3,000 CN	16,000 14,500 CN 1,500 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						

**AVIATION**

**PHILADELPHIA INTERNATIONAL AIRPORT**

2	Airfield Area	92,500	52,501	25,449	25,509	25,550	25,750	247,259
		39,695 FB	22,530 FB	10,921 FB	10,947 FB	10,964 FB	11,050 FB	106,107 FB
		5,100 SB	2,895 SB	1,403 SB	1,406 SB	1,409 SB	1,420 SB	13,633 SB
		47,705 XN	27,076 XN	13,125 XN	13,156 XN	13,177 XN	13,280 XN	127,519 XN
2A	Airfield Area-FY22	3,000						3,000
		3,000XT						3,000XT
3	Terminal Area	105,500	70,699	30,900	25,101	26,750	27,660	286,610
		17,000 FB	11,392 FB	4,979 FB	4,045 FB	4,310 FB	4,457 FB	46,183 FB
		3,000 PB	2,010 PB	879 PB	714 PB	761 PB	787 PB	8,151 PB
		2,000 SB	1,340 SB	586 SB	476 SB	507 SB	524 SB	5,433 SB
		83,500 XN	55,957 XN	24,456 XN	19,866 XN	21,172 XN	21,892 XN	226,843 XN
3A	Terminal Area-FY22	22,000						22,000
		2,000 ST						2,000 ST
		20,000XT						20,000XT
4	Outside Terminal Area (OTA)	41,200	10,999	14,100	14,650	14,711	15,109	110,769
		2,500 FB	667 FB	856 FB	889 FB	893 FB	917 FB	6,722 FB
		4,500 SB	1,201 SB	1,540 SB	1,600 SB	1,607 SB	1,650 SB	12,098 SB
		32,200 XN	8,597 XN	11,020 XN	11,450 XN	11,497 XN	11,809 XN	86,573 XN
		2,000 XR	534 XR	684 XR	711 XR	714 XR	733 XR	5,376 XR

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
4A Outside Terminal Area (OTA)-FY22	20,000 20,000 XT						20,000 20,000 XT
4B Outside Terminal Area (OTA)-FY21	25,000 25,000 XT						25,000 25,000 XT
5 Other Airport Services	12,500 3,510 FB 195 SB 8,795 XN	13,999 3,931 FB 218 SB 9,850 XN	10,751 3,019 FB 168 SB 7,564 XN	10,950 3,075 FB 171 SB 7,704 XN	11,150 3,131 FB 174 SB 7,845 XN	11,650 3,271 FB 182 SB 8,197 XN	71,000 19,937 FB 1,108 SB 49,955 XN
5A Other Airport Services-FY22	4,000 4,000 XT						4,000 4,000 XT
<b>PHILADELPHIA INTERNATIONAL AIRPORT</b>	325,700 62,705 FB 3,000 PB 11,795 SB 2,000 ST 172,200 XN 2,000 XR 72,000 XT	148,198 38,520 FB 2,010 PB 5,654 SB	81,200 19,775 FB 879 PB 3,697 SB	76,210 18,956 FB 714 PB 3,653 SB	78,161 19,298 FB 761 PB 3,697 SB	80,169 19,695 FB 787 PB 3,776 SB	789,638 178,949 FB 8,151 PB 32,272 SB 2,000 ST 490,890 XN 5,376 XR 72,000 XT
<b>AVIATION</b>	325,700 62,705 FB 3,000 PB 11,795 SB 2,000 ST 172,200 XN 2,000 XR 72,000 XT	148,198 38,520 FB 2,010 PB 5,654 SB	81,200 19,775 FB 879 PB 3,697 SB	76,210 18,956 FB 714 PB 3,653 SB	78,161 19,298 FB 761 PB 3,697 SB	80,169 19,695 FB 787 PB 3,776 SB	789,638 178,949 FB 8,151 PB 32,272 SB 2,000 ST 490,890 XN 5,376 XR 72,000 XT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						

**COMMERCE**

**COMMERCIAL DEVELOPMENT**

6	Neighborhood Commercial Centers - Site Improvements	3,000	2,500	1,000	2,500	2,500	2,500	14,000
		3,000 CN	2,500 CN	1,000 CN	2,500 CN	2,500 CN	2,500 CN	14,000 CN
6A	Neighborhood Commercial Centers - Site Improvements-FY22	5,100 5,100 CT						5,100 5,100 CT
6B	Neighborhood Commercial Centers - Site Improvements-FY21	500 500 CT						500 500 CT
6C	Neighborhood Commercial Centers - Site Improvements-FY20	2,500 2,500 CR						2,500 2,500 CR
6D	Neighborhood Commercial Centers - Site Improvements-FY19	3,259 1,784 CR 1,475 CT						3,259 1,784 CR 1,475 CT
6E	Neighborhood Commercial Centers - Site Improvements-FY17	11 11 CT						11 11 CT
6F	Neighborhood Commercial Centers - Site Improvements-FY16	6,733 1,544 CT 1,850 PT 3,339 ST						6,733 1,544 CT 1,850 PT 3,339 ST

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
6G Neighborhood Commercial Centers - Site Improvements-FY14	717 717 CT						717 717 CT
<b>COMMERCIAL DEVELOPMENT</b>	21,820 3,000 CN 4,284 CR 9,347 CT 1,850 PT 3,339 ST	2,500 2,500 CN	1,000 1,000 CN	2,500 2,500 CN	2,500 2,500 CN	2,500 2,500 CN	32,820 14,000 CN 4,284 CR 9,347 CT 1,850 PT 3,339 ST
<b>INDUSTRIAL DEVELOPMENT</b>							
7 Industrial Districts	500 500 CN	500 500 CN	500 500 CN	500 500 CN			2,000 2,000 CN
7A Industrial Districts-FY22	500 500 CT						500 500 CT
7B Industrial Districts-FY21	1,000 1,000 CT						1,000 1,000 CT
7C Industrial Districts-FY17	3,000 800 FT 2,200 ST						3,000 800 FT 2,200 ST
7D Industrial Districts-FY16	1,000 1,000 ST						1,000 1,000 ST
8 Navy Yard Infrastructure Improvements	500 500 CN	500 500 CN					1,000 1,000 CN
8A 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			500 500 CN	500 500 CN	500 500 CN		1,500 1,500 CN

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
10 PIDC Landbank Improvements, Engineering and Administration	10,000	7,500	7,500	7,500	7,500		40,000
	10,000 Z	7,500 Z	7,500 Z	7,500 Z	7,500 Z		40,000 Z
11 PIDC Landbank Acquisition & Improvements	20,000	10,000	10,000	10,000	10,000		60,000
	20,000 Z	10,000 Z	10,000 Z	10,000 Z	10,000 Z		60,000 Z
<b>INDUSTRIAL DEVELOPMENT</b>	44,700	18,500	18,500	18,500	18,000		118,200
	1,000 CN	1,000 CN	1,000 CN	1,000 CN	500 CN		4,500 CN
	1,500 CT						1,500 CT
	4,700 FT						4,700 FT
	7,500 ST						7,500 ST
	30,000 Z	17,500 Z	17,500 Z	17,500 Z	17,500 Z		100,000 Z
<b>WATERFRONT IMPROVEMENTS</b>							
12 Central Delaware River Waterfront	13,000	14,000	19,000	10,000	2,000	1,500	59,500
	13,000 CN	14,000 CN	19,000 CN	10,000 CN	2,000 CN	1,500 CN	59,500 CN
12A Central Delaware River Waterfront-FY22	12,000						12,000
	12,000 CT						12,000 CT
12B Central Delaware River Waterfront-FY17	16,160						16,160
	5,110 PT						5,110 PT
	11,050 ST						11,050 ST
12C Central Delaware River Waterfront-FY16	25,000						25,000
	25,000 FT						25,000 FT
13 Schuylkill River Waterfront	4,000	1,500	500	1,000	500	500	8,000
	3,000 CN	500 CN	500 CN	1,000 CN	500 CN	500 CN	6,000 CN
	1,000 SB	1,000 SB					2,000 SB

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
13A Schuylkill River Waterfront-FY22	5,000 4,000 CT 1,000 ST						5,000 4,000 CT 1,000 ST
13B Schuylkill River Waterfront-FY21	12,000 3,500 PT 8,500 ST						12,000 3,500 PT 8,500 ST
13C Schuylkill River Waterfront-FY20	18,038 3,038 CR 14,000 FT 1,000 ST						18,038 3,038 CR 14,000 FT 1,000 ST
13D Schuylkill River Waterfront-FY19	5,000 4,000 PT 1,000 ST						5,000 4,000 PT 1,000 ST
13E Schuylkill River Waterfront-FY17	16,550 4,500 FT 12,050 ST						16,550 4,500 FT 12,050 ST
13F Schuylkill River Waterfront-FY16	1,500 500 FT 1,000 ST						1,500 500 FT 1,000 ST
14 North Delaware River Waterfront				275 275 CN	175 175 CN	675 675 CN	1,125 1,125 CN
14A North Delaware River Waterfront-FY22	400 400 CT						400 400 CT
14B North Delaware River Waterfront-FY17	3,420 2,470 FT 350 PT 600 ST						3,420 2,470 FT 350 PT 600 ST

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
14C North Delaware River Waterfront-FY16	850 500 FT 350 ST						850 500 FT 350 ST
14D North Delaware River Waterfront-FY15	236 236 FT						236 236 FT
<b>WATERFRONT IMPROVEMENTS</b>	133,154 16,000 CN 3,038 CR 16,400 CT 47,206 FT 12,960 PT 1,000 SB 36,550 ST	15,500 14,500 CN 1,000 SB	19,500 19,500 CN	11,275 11,275 CN	2,675 2,675 CN	2,675 2,675 CN	184,779 66,625 CN 3,038 CR 16,400 CT 47,206 FT 12,960 PT 2,000 SB 36,550 ST
<b>COMMERCE</b>	199,674 20,000 CN 7,322 CR 27,247 CT 51,906 FT 14,810 PT 1,000 SB 47,389 ST 30,000 Z	36,500 18,000 CN 1,000 SB 17,500 Z	39,000 21,500 CN 17,500 Z	32,275 14,775 CN 17,500 Z	23,175 5,675 CN 17,500 Z	5,175 5,175 CN	335,799 85,125 CN 7,322 CR 27,247 CT 51,906 FT 14,810 PT 2,000 SB 47,389 ST 100,000 Z

2023	2024	2025	2026	2027	2028	2023 - 2028
\$x000						

**FINANCE**

***CAPITAL PROJECTS***

15	Improvements to Facilities	61,000	1,000	1,000	1,500	1,500	1,500	67,500
		1,000 CN 60,000 CR	1,000 CN	1,000 CN	1,500 CN	1,500 CN	1,500 CN	7,500 CN 60,000 CR
15A	Improvements to Facilities-FY22	46,500 15,000 A 5,000 CR 1,500 CT 25,000 FT						46,500 15,000 A 5,000 CR 1,500 CT 25,000 FT
15B	Improvements to Facilities-FY21	6,500 6,000 CR 500 CT						6,500 6,000 CR 500 CT
15C	Improvements to Facilities-FY20	12,822 11,822 CR 1,000 CT						12,822 11,822 CR 1,000 CT
15D	Improvements to Facilities-FY19	6,432 2,913 CR 1,253 CT 2,047 PT 219 TT						6,432 2,913 CR 1,253 CT 2,047 PT 219 TT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
15E Improvements to Facilities-FY18	590 590 CT						590 590 CT
15F Improvements to Facilities-FY17	1,112 1,112 CT						1,112 1,112 CT
15G Improvements to Facilities-FY16	500 500 CT						500 500 CT
15H Improvements to Facilities-FY15	119 119 CT						119 119 CT
15I Improvements to Facilities-FY14	140 140 CT						140 140 CT
16 City Council - ITEF CD1	255 255 CN	255 255 CN	255 255 CN	255 255 CN	255 255 CN	255 255 CN	1,530 1,530 CN
16A City Council - ITEF CD1-FY22	255 255 CT						255 255 CT
16B City Council - ITEF CD1-FY21	88 88 CT						88 88 CT
16C City Council - ITEF CD1-FY20	347 347 CT						347 347 CT
16D City Council - ITEF CD1-FY19	79 79 CT						79 79 CT
16E City Council - ITEF CD1-FY18	26 26 CT						26 26 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						
16F City Council - ITEF CD1-FY17	210 210 CT						210 210 CT
16G City Council - ITEF CD1-FY16	27 27 CT						27 27 CT
16H City Council - ITEF CD1-FY15	45 45 CT						45 45 CT
16I City Council - ITEF CD1-FY14	1 1 CT						1 1 CT
16J City Council - ITEF CD1-FY13	2 2 CT						2 2 CT
17 City Council - ITEF CD2	255 255 CN	1,530 1,530 CN					
17A City Council - ITEF CD2-FY22	255 255 CT						255 255 CT
17B City Council - ITEF CD2-FY21	255 255 CT						255 255 CT
17C City Council - ITEF CD2-FY20	145 145 CT						145 145 CT
17D City Council - ITEF CD2-FY19	330 330 CT						330 330 CT
17E City Council - ITEF CD2-FY18	81 81 CT						81 81 CT
17F City Council - ITEF CD2-FY17	71 71 CT						71 71 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						
17G City Council - ITEF CD2-FY16	19 19 CT						19 19 CT
17H City Council - ITEF CD2-FY15	225 225 CT						225 225 CT
17I City Council - ITEF CD2-FY14	125 125 CT						125 125 CT
17J City Council - ITEF CD2-FY13	9 9 CT						9 9 CT
17K City Council - ITEF CD2-FY12	41 41 CT						41 41 CT
17L City Council - ITEF CD2-FY11	141 141 CT						141 141 CT
17M City Council - ITEF CD2-FY10	1 1 CT						1 1 CT
18 City Council - ITEF CD3	255 255 CN	1,530 1,530 CN					
18A City Council - ITEF CD3-FY22	255 255 CT						255 255 CT
18B City Council - ITEF CD3-FY21	255 255 CT						255 255 CT
18C City Council - ITEF CD3-FY20	510 510 CT						510 510 CT
18D City Council - ITEF CD3-FY19	510 510 CT						510 510 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
18E City Council - ITEF CD3-FY18	510 510 CT						510 510 CT
18F City Council - ITEF CD3-FY17	410 410 CT						410 410 CT
18G City Council - ITEF CD3-FY16	410 410 CT						410 410 CT
18H City Council - ITEF CD3-FY15	340 340 CT						340 340 CT
18I City Council - ITEF CD3-FY14	410 410 CT						410 410 CT
18J City Council - ITEF CD3-FY13	113 113 CT						113 113 CT
19 City Council - ITEF CD4	255 255 CN	255 255 CN	255 255 CN	255 255 CN	255 255 CN	255 255 CN	1,530 1,530 CN
19A City Council - ITEF CD4-FY22	255 255 CT						255 255 CT
19B City Council - ITEF CD4-FY21	116 116 CT						116 116 CT
19C City Council - ITEF CD4-FY20	66 1 CT 65 TT						66 1 CT 65 TT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						
19D City Council - ITEF CD4-FY19	140 140 CT						140 140 CT
19E City Council - ITEF CD4-FY18	84 84 CT						84 84 CT
19F City Council - ITEF CD4-FY17	39 39 CT						39 39 CT
19G City Council - ITEF CD4-FY16	36 36 CT						36 36 CT
19H City Council - ITEF CD4-FY15	120 120 CT						120 120 CT
19I City Council - ITEF CD4-FY14	146 146 CT						146 146 CT
19J City Council - ITEF CD4-FY13	27 27 CT						27 27 CT
19K City Council - ITEF CD4-FY00	70 70 CT						70 70 CT
20 City Council - ITEF CD5	255 255 CN	1,530 1,530 CN					
20A City Council - ITEF CD5-FY22	255 255 CT						255 255 CT
20B City Council - ITEF CD5-FY21	255 255 CT						255 255 CT
20C City Council - ITEF CD5-FY20	510 510 CT						510 510 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
20D City Council - ITEF CD5-FY19	2,010 1,500 CR 510 CT						2,010 1,500 CR 510 CT
20E City Council - ITEF CD5-FY18	510 510 CT						510 510 CT
20F City Council - ITEF CD5-FY17	410 410 CT						410 410 CT
20G City Council - ITEF CD5-FY16	410 410 CT						410 410 CT
20H City Council - ITEF CD5-FY15	207 207 CT						207 207 CT
20I City Council - ITEF CD5-FY14	750 750 CT						750 750 CT
20J City Council - ITEF CD5-FY12	210 210 CT						210 210 CT
20K City Council - ITEF CD5-FY11	41 41 CT						41 41 CT
20L City Council - ITEF CD5-FY10	1 1 CT						1 1 CT
21 City Council - ITEF CD6	255 255 CN	255 255 CN	255 255 CN	255 255 CN	255 255 CN	255 255 CN	1,530 1,530 CN
21A City Council - ITEF CD6-FY22	255 255 CT						255 255 CT
21B City Council - ITEF CD6-FY21	179 179 CT						179 179 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						
21C City Council - ITEF CD6-FY20	510 510 CT						510 510 CT
21D City Council - ITEF CD6-FY19	434 434 CT						434 434 CT
21E City Council - ITEF CD6-FY18	238 238 CT						238 238 CT
21F City Council - ITEF CD6-FY17	387 387 CT						387 387 CT
21G City Council - ITEF CD6-FY16	32 32 CT						32 32 CT
22 City Council - ITEF CD7	255 255 CN	1,530 1,530 CN					
22A City Council - ITEF CD7-FY22	255 255 CT						255 255 CT
22B City Council - ITEF CD7-FY21	255 255 CT						255 255 CT
22C City Council - ITEF CD7-FY20	510 510 CT						510 510 CT
22D City Council - ITEF CD7-FY19	401 401 CT						401 401 CT
22E City Council - ITEF CD7-FY18	390 390 CT						390 390 CT
22F City Council - ITEF CD7-FY17	410 410 CT						410 410 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
22G City Council - ITEF CD7-FY16	21 21 CT						21 21 CT
22H City Council - ITEF CD7-FY15	4 4 CT						4 4 CT
22I City Council - ITEF CD7-FY14	79 79 CT						79 79 CT
22J City Council - ITEF CD7-FY13	3 3 CT						3 3 CT
22K City Council - ITEF CD7-FY12	2 2 CT						2 2 CT
22L City Council - ITEF CD7-FY11	15 15 CT						15 15 CT
22M City Council - ITEF CD7-FY09	1 1 CT						1 1 CT
23 City Council - ITEF CD8	255	255	255	255	255	255	1,530
	255 CN	255 CN	255 CN	255 CN	255 CN	255 CN	1,530 CN
23A City Council - ITEF CD8-FY22	255 255 CT						255 255 CT
23B City Council - ITEF CD8-FY21	255 255 CT						255 255 CT
23C City Council - ITEF CD8-FY20	510 510 CT						510 510 CT
23D City Council - ITEF CD8-FY19	510 510 CT						510 510 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						
23E City Council - ITEF CD8-FY18	296 296 CT						296 296 CT
23F City Council - ITEF CD8-FY17	410 410 CT						410 410 CT
23G City Council - ITEF CD8-FY16	37 37 CT						37 37 CT
23H City Council - ITEF CD8-FY15	160 160 CT						160 160 CT
23I City Council - ITEF CD8-FY14	409 409 CT						409 409 CT
23J City Council - ITEF CD8-FY13	379 379 CT						379 379 CT
23K City Council - ITEF CD8-FY12	1 1 CT						1 1 CT
23L City Council - ITEF CD8-FY11	40 40 CT						40 40 CT
23M City Council - ITEF CD8-FY10	20 20 CT						20 20 CT
23N City Council - ITEF CD8-FY09	32 32 CT						32 32 CT
23O City Council - ITEF CD8-FY06	2 2 CT						2 2 CT
24 City Council - ITEF CD9	255 255 CN	1,530 1,530 CN					

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						
24A City Council - ITEF CD9-FY22	255 255 CT						255 255 CT
24B City Council - ITEF CD9-FY21	255 255 CT						255 255 CT
24C City Council - ITEF CD9-FY20	510 510 CT						510 510 CT
24D City Council - ITEF CD9-FY19	510 510 CT						510 510 CT
24E City Council - ITEF CD9-FY18	510 510 CT						510 510 CT
24F City Council - ITEF CD9-FY17	410 410 CT						410 410 CT
24G City Council - ITEF CD9-FY16	410 410 CT						410 410 CT
24H City Council - ITEF CD9-FY15	350 350 CT						350 350 CT
24I City Council - ITEF CD9-FY14	16 16 CT						16 16 CT
24J City Council - ITEF CD9-FY11	1 1 CT						1 1 CT
25 City Council - ITEF CD10	255 255 CN	1,530 1,530 CN					
25A City Council - ITEF CD10-FY22	255 255 CT						255 255 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
25B City Council - ITEF CD10-FY21	255 255 CT						255 255 CT
25C City Council - ITEF CD10-FY20	510 510 CT						510 510 CT
25D City Council - ITEF CD10-FY19	510 510 CT						510 510 CT
25E City Council - ITEF CD10-FY18	510 510 CT						510 510 CT
25F City Council - ITEF CD10-FY17	410 410 CT						410 410 CT
25G City Council - ITEF CD10-FY16	373 373 CT						373 373 CT
25H City Council - ITEF CD10-FY15	6 6 CT						6 6 CT
25I City Council - ITEF CD10-FY13	32 32 CT						32 32 CT
25J City Council - ITEF CD10-FY12	2 2 CT						2 2 CT
25K City Council - ITEF CD10-FY11	71 71 CT						71 71 CT
25L City Council - ITEF CD10-FY06	45 45 CT						45 45 CT
25M City Council - ITEF CD10-FY03	3 3 CT						3 3 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>CAPITAL PROJECTS</b>	165,340	3,550	3,550	4,050	4,050	4,050	184,590
15,000 A							15,000 A
3,550 CN		3,550 CN	3,550 CN	4,050 CN	4,050 CN	4,050 CN	22,800 CN
87,235 CR							87,235 CR
32,224 CT							32,224 CT
25,000 FT							25,000 FT
2,047 PT							2,047 PT
284 TT							284 TT
<b>FINANCE</b>	165,340	3,550	3,550	4,050	4,050	4,050	184,590
15,000 A							15,000 A
3,550 CN		3,550 CN	3,550 CN	4,050 CN	4,050 CN	4,050 CN	22,800 CN
87,235 CR							87,235 CR
32,224 CT							32,224 CT
25,000 FT							25,000 FT
2,047 PT							2,047 PT
284 TT							284 TT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						

**FIRE**

***FIRE FACILITIES***

26	Fire Department Interior and Exterior Renovations	4,528	6,000	6,000	4,500	7,750	7,750	36,528
	28 CA							28 CA
	4,500 CN	6,000 CN	6,000 CN	4,500 CN	7,750 CN	7,750 CN	36,500 CN	
26A	Fire Department Interior and Exterior Renovations-FY22	5,000						5,000
	5,000 CT							5,000 CT
26B	Fire Department Interior and Exterior Renovations-FY21	3,287						3,287
	3,287 CT							3,287 CT
26C	Fire Department Interior and Exterior Renovations-FY20	1,214						1,214
	215 CR							215 CR
	999 CT							999 CT
26D	Fire Department Interior and Exterior Renovations-FY19	6						6
	6 CT							6 CT
26E	Fire Department Interior and Exterior Renovations-FY18	1,089						1,089
	1,089 CT							1,089 CT
26F	Fire Department Interior and Exterior Renovations-FY17	236						236
	236 CT							236 CT
26G	Fire Department Interior and Exterior Renovations-FY16	13						13
	13 CT							13 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
26H Fire Department Interior and Exterior Renovations-FY15	19						19
	19 CT						19 CT
<b>FIRE FACILITIES</b>	15,392	6,000	6,000	4,500	7,750	7,750	47,392
	28 CA						28 CA
	4,500 CN	6,000 CN	6,000 CN	4,500 CN	7,750 CN	7,750 CN	36,500 CN
	215 CR						215 CR
	10,649 CT						10,649 CT
<b>FIRE</b>	15,392	6,000	6,000	4,500	7,750	7,750	47,392
	28 CA						28 CA
	4,500 CN	6,000 CN	6,000 CN	4,500 CN	7,750 CN	7,750 CN	36,500 CN
	215 CR						215 CR
	10,649 CT						10,649 CT

2023	2024	2025	2026	2027	2028	2023 - 2028
\$x000						

**FLEET MANAGEMENT**

*CAPITAL PROJECTS*

27	Fleet Management Facilities	1,000	1,000	1,000	1,000	1,000	1,000	6,000
		1,000 CN	1,000 CN	1,000 CN	1,000 CN	1,000 CN	1,000 CN	6,000 CN
27A	Fleet Management Facilities-FY22	500 500 CT						500 500 CT
27B	Fleet Management Facilities-FY21	189 189 CT						189 189 CT
27C	Fleet Management Facilities-FY19	28 28 CT						28 28 CT
27D	Fleet Management Facilities-FY18	78 78 CT						78 78 CT
28	Fuel Tank Replacement	750	2,950	2,950	2,100	2,100	2,100	12,950
		750 CN	2,950 CN	2,950 CN	2,100 CN	2,100 CN	2,100 CN	12,950 CN
28A	Fuel Tank Replacement-FY22	1,000 1,000 CT						1,000 1,000 CT
28B	Fuel Tank Replacement-FY21	1,450 1,450 CT						1,450 1,450 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
28C Fuel Tank Replacement-FY20	2,210 1,500 CR 710 CT						2,210 1,500 CR 710 CT
28D Fuel Tank Replacement-FY19	22 22 CT						22 22 CT
28E Fuel Tank Replacement-FY17	87 87 CT						87 87 CT
29 Vehicle Purchases	13,300 13,300 CN	11,000 11,000 CN	11,000 11,000 CN	13,000 13,000 CN	17,000 17,000 CN	17,000 17,000 CN	82,300 82,300 CN
29A Vehicle Purchases-FY22	10,500 10,500 CT						10,500 10,500 CT
29B Vehicle Purchases-FY21	75 75 CT						75 75 CT
29C Vehicle Purchases-FY20	8,652 3,652 CR 5,000 ST						8,652 3,652 CR 5,000 ST
29D Vehicle Purchases-FY19	7,298 3,074 CR 2,224 FT 2,000 ST						7,298 3,074 CR 2,224 FT 2,000 ST

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						
29E Vehicle Purchases-FY18	2,384						2,384
	384 FT						384 FT
	2,000 TT						2,000 TT
<b>CAPITAL PROJECTS</b>	49,523	14,950	14,950	16,100	20,100	20,100	135,723
	15,050 CN	14,950 CN	14,950 CN	16,100 CN	20,100 CN	20,100 CN	101,250 CN
	8,226 CR						8,226 CR
	14,639 CT						14,639 CT
	2,608 FT						2,608 FT
	7,000 ST						7,000 ST
	2,000 TT						2,000 TT
<b>FLEET MANAGEMENT</b>	49,523	14,950	14,950	16,100	20,100	20,100	135,723
	15,050 CN	14,950 CN	14,950 CN	16,100 CN	20,100 CN	20,100 CN	101,250 CN
	8,226 CR						8,226 CR
	14,639 CT						14,639 CT
	2,608 FT						2,608 FT
	7,000 ST						7,000 ST
	2,000 TT						2,000 TT

2023	2024	2025	2026	2027	2028	2023 - 2028
\$x000						

**FREE LIBRARY**

***LIBRARY FACILITIES - CAPITAL***

30	Free Library Improvements	2,500	1,500	1,500	1,500	3,000	3,000	13,000
		2,500 CN	1,500 CN	1,500 CN	1,500 CN	3,000 CN	3,000 CN	13,000 CN
30A	Free Library Improvements-FY22	2,000 2,000 CT						2,000 2,000 CT
30B	Free Library Improvements-FY20	1,849 482 CR 1,367 CT						1,849 482 CR 1,367 CT
30C	Free Library Improvements-FY19	1,000 1,000 CT						1,000 1,000 CT
30D	Free Library Improvements-FY18	829 829 CT						829 829 CT
30E	Free Library Improvements-FY14	690 690 A						690 690 A
30F	Free Library Improvements-FY09	4 4 CT						4 4 CT
31A	HVAC and Infrastructure Improvements-FY18	3 3 CT						3 3 CT
<b><i>LIBRARY FACILITIES - CAPITAL</i></b>		8,875	1,500	1,500	1,500	3,000	3,000	19,375
		690 A						690 A
		2,500 CN	1,500 CN	1,500 CN	1,500 CN	3,000 CN	3,000 CN	13,000 CN
		482 CR						482 CR
		5,203 CT						5,203 CT

	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2023 - 2028</b>
	\$x000						
<b>FREE LIBRARY</b>	8,875	1,500	1,500	1,500	3,000	3,000	19,375
	690 A						690 A
	2,500 CN	1,500 CN	1,500 CN	1,500 CN	3,000 CN	3,000 CN	13,000 CN
	482 CR						482 CR
	5,203 CT						5,203 CT

2023	2024	2025	2026	2027	2028	2023 - 2028
\$x000						

## HEALTH

### HEALTH FACILITIES

32	Health Department Equipment and Improvements	15,500 10,500 CR 5,000 SB	77,500 52,500 CR 25,000 SB					
32A	Health Department Equipment and Improvements-FY22	15,500 10,500 CR 5,000 ST					15,500 10,500 CR 5,000 ST	
32B	Health Department Equipment and Improvements-FY21	45,500 40,500 CR 5,000 ST					45,500 40,500 CR 5,000 ST	
32C	Health Department Equipment and Improvements-FY20	16,203 11,203 CR 5,000 ST					16,203 11,203 CR 5,000 ST	
32D	Health Department Equipment and Improvements-FY19	20,500 15,500 CR 5,000 ST					20,500 15,500 CR 5,000 ST	
33	Health Facility Renovations	4,000 4,000 CN	1,000 1,000 CN	1,000 1,000 CN	1,000 1,000 CN	6,000 6,000 CN	6,000 6,000 CN	19,000 19,000 CN

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
33A Health Facility Renovations-FY22	1,500 1,500 CT						1,500 1,500 CT
33B Health Facility Renovations-FY21	162 162 CT						162 162 CT
33C Health Facility Renovations-FY20	19 19 CT						19 19 CT
<b>HEALTH FACILITIES</b>	118,884 4,000 CN 88,203 CR 1,681 CT 5,000 SB 20,000 ST	16,500 1,000 CN 10,500 CR 5,000 SB	16,500 1,000 CN 10,500 CR 5,000 SB	16,500 1,000 CN 10,500 CR 5,000 SB	21,500 6,000 CN 10,500 CR 5,000 SB	6,000 6,000 CN	195,884 19,000 CN 130,203 CR 1,681 CT 25,000 SB 20,000 ST
<b>PHILADELPHIA NURSING HOME</b>							
34A Equipment and Renovations - Philadelphia Nursing Home-FY21	982 982 CR						982 982 CR
34B Equipment and Renovations - Philadelphia Nursing Home-FY20	364 364 CR						364 364 CR
34C Equipment and Renovations - Philadelphia Nursing Home-FY19	956 956 CR						956 956 CR
<b>PHILADELPHIA NURSING HOME</b>	2,302 2,302 CR						2,302 2,302 CR
<b>HEALTH</b>	121,186 4,000 CN 90,505 CR 1,681 CT 5,000 SB 20,000 ST	16,500 1,000 CN 10,500 CR 5,000 SB	16,500 1,000 CN 10,500 CR 5,000 SB	16,500 1,000 CN 10,500 CR 5,000 SB	21,500 6,000 CN 10,500 CR 5,000 SB	6,000 6,000 CN	198,186 19,000 CN 132,505 CR 1,681 CT 25,000 SB 20,000 ST

2023	2024	2025	2026	2027	2028	2023 - 2028
\$x000						

**MDO**

*CAPITAL PROJECTS - VARIOUS*

35	Citywide Facilities	13,700	150	250	250	250	14,600
	300 CN		150 CN	250 CN	250 CN	250 CN	1,200 CN
	4,000 FB						4,000 FB
	2,900 PB						2,900 PB
	4,500 SB						4,500 SB
	2,000 TB						2,000 TB
35A	Citywide Facilities-FY22	14,450					14,450
	650 CT						650 CT
	4,400 FT						4,400 FT
	2,900 PT						2,900 PT
	4,500 ST						4,500 ST
	2,000 TT						2,000 TT
35B	Citywide Facilities-FY21	13,602					13,602
	500 CT						500 CT
	4,400 FT						4,400 FT
	2,900 PT						2,900 PT
	4,500 ST						4,500 ST
	1,302 TT						1,302 TT
35C	Citywide Facilities-FY20	40,040					40,040
	1,090 CR						1,090 CR
	17,867 CT						17,867 CT
	6,250 FT						6,250 FT
	2,900 PT						2,900 PT
	3,933 ST						3,933 ST
	8,000 TT						8,000 TT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
35D Citywide Facilities-FY19	13,300 5,900 FT 2,900 PT 4,500 ST						13,300 5,900 FT 2,900 PT 4,500 ST
35E Citywide Facilities-FY18	14,012 4,800 FT 3,250 PT 5,962 ST						14,012 4,800 FT 3,250 PT 5,962 ST
35F Citywide Facilities-FY17	1,050 250 PT 800 ST						1,050 250 PT 800 ST
35G Citywide Facilities-FY15	7,500 4,000 PT 3,500 ST						7,500 4,000 PT 3,500 ST
35H Citywide Facilities-FY14	2,501 2,501 PT						2,501 2,501 PT
35I Citywide Facilities-FY11	12 12 CT						12 12 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>CAPITAL PROJECTS - VARIOUS</b>	120,167	150	250	250	250		121,067
300 CN		150 CN	250 CN	250 CN	250 CN		1,200 CN
1,090 CR							1,090 CR
19,029 CT							19,029 CT
4,000 FB							4,000 FB
25,750 FT							25,750 FT
2,900 PB							2,900 PB
21,601 PT							21,601 PT
4,500 SB							4,500 SB
27,695 ST							27,695 ST
2,000 TB							2,000 TB
11,302 TT							11,302 TT
<b>MDO</b>	120,167	150	250	250	250		121,067
300 CN		150 CN	250 CN	250 CN	250 CN		1,200 CN
1,090 CR							1,090 CR
19,029 CT							19,029 CT
4,000 FB							4,000 FB
25,750 FT							25,750 FT
2,900 PB							2,900 PB
21,601 PT							21,601 PT
4,500 SB							4,500 SB
27,695 ST							27,695 ST
2,000 TB							2,000 TB
11,302 TT							11,302 TT

2023	2024	2025	2026	2027	2028	2023 - 2028
\$x000						

**OFFICE OF HOMELESS SERVICES**

*FAMILY CARE FACILITIES - CAPITAL*

36	OHS Facility Renovations	1,500	1,500	1,500	1,500	1,500	1,500	9,000
		1,500 CN	9,000 CN					
36A	OSH Facility Renovations-FY22	1,500						1,500
		1,500 CT						1,500 CT
36B	OSH Facility Renovations-FY21	520						520
		520 CT						520 CT
36C	OSH Facility Renovations-FY20	400						400
		400 CR						400 CR
<i>FAMILY CARE FACILITIES - CAPITAL</i>		3,920	1,500	1,500	1,500	1,500	1,500	11,420
		1,500 CN	9,000 CN					
		400 CR						400 CR
		2,020 CT						2,020 CT
<b>OFFICE OF HOMELESS SERVICES</b>		3,920	1,500	1,500	1,500	1,500	1,500	11,420
		1,500 CN	9,000 CN					
		400 CR						400 CR
		2,020 CT						2,020 CT

2023	2024	2025	2026	2027	2028	2023 - 2028
\$x000						

**OFFICE OF SUSTAINABILITY**

*OFFICE OF SUSTAINABILITY*

37	Energy and Sustainability Improvements for Municipal Buildings	750	950	950	950	1,250	1,250	6,100
		500 CN 250 CR	700 CN 250 CR	700 CN 250 CR	700 CN 250 CR	1,000 CN 250 CR	1,000 CN 250 CR	4,600 CN 1,500 CR
37A	Energy and Sustainability Improvements-FY22	500 250 CR 250 CT						500 250 CR 250 CT
37B	Energy and Sustainability Improvements-FY21	200 200 CR						200 200 CR
37C	Energy and Sustainability Improvements-FY20	367 367 CR						367 367 CR
37D	Sustainability and Energy Improvements-FY18	21 21 CT						21 21 CT
<b>OFFICE OF SUSTAINABILITY</b>		1,838 500 CN 1,067 CR 271 CT	950 700 CN 250 CR	950 700 CN 250 CR	950 700 CN 250 CR	1,250 1,000 CN 250 CR	1,250 1,000 CN 250 CR	7,188 4,600 CN 2,317 CR 271 CT
<b>OFFICE OF SUSTAINABILITY</b>		1,838 500 CN 1,067 CR 271 CT	950 700 CN 250 CR	950 700 CN 250 CR	950 700 CN 250 CR	1,250 1,000 CN 250 CR	1,250 1,000 CN 250 CR	7,188 4,600 CN 2,317 CR 271 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						

**OIT**

***CAPITAL PROJECTS***

38	Citywide Technology Improvements & Enhancements	20,177	19,165	20,000	25,000	20,000	20,000	124,342
		20,177 CN	19,165 CN	20,000 CN	25,000 CN	20,000 CN	20,000 CN	124,342 CN
38A	Citywide Technology Improvements & Enhancements-FY22	32,815 32,815 CT						32,815 32,815 CT
38B	Citywide Technology Improvements & Enhancements-FY21	11,500 11,500 CT						11,500 11,500 CT
38C	Citywide Technology Improvements & Enhancements-FY20	12,536 12,536 CT						12,536 12,536 CT
38D	Citywide Technology Improvements & Enhancements-FY19	11,671 11,671 CT						11,671 11,671 CT
38E	Citywide Technology Improvements & Enhancements-FY18	4,057 4,057 CT						4,057 4,057 CT
38F	Citywide Technology Improvements & Enhancements-FY17	2,894 2,894 CT						2,894 2,894 CT
38G	Citywide Technology Improvements & Enhancements-FY16	1,000 1,000 CT						1,000 1,000 CT
<b><i>CAPITAL PROJECTS</i></b>		96,650	19,165	20,000	25,000	20,000	20,000	200,815
		20,177 CN	19,165 CN	20,000 CN	25,000 CN	20,000 CN	20,000 CN	124,342 CN
		76,473 CT						76,473 CT

	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2023 - 2028</b>
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>OIT</b>	96,650	19,165	20,000	25,000	20,000	20,000	200,815
	20,177 CN 76,473 CT	19,165 CN	20,000 CN	25,000 CN	20,000 CN	20,000 CN	124,342 CN 76,473 CT

2023	2024	2025	2026	2027	2028	2023 - 2028
\$x000						

**PARKS AND RECREATION**

*PARKS AND RECREATION*

39	Buildings, Courts, Play Areas, Athletic Fields	2,250	2,250	2,900	4,600	4,010	4,100	20,110
		2,250 CN	2,250 CN	2,900 CN	4,600 CN	4,010 CN	4,100 CN	20,110 CN
39A	Buildings, Courts, Play Areas, Athletic Fields-FY22	7,805						7,805
		7,805 CT						7,805 CT
39B	Buildings, Courts, Play Areas, Athletic Fields-FY21	12,936						12,936
		12,936 CR						12,936 CR
39C	Buildings, Courts, Play Areas, Athletic Fields-FY20	63						63
		63 CT						63 CT
39D	Buildings, Courts, Play Areas, Athletic Fields-FY19	369						369
		369 CR						369 CR
39E	Buildings, Courts, Play Areas, Athletic Fields-FY17	1,098						1,098
		1,098 CT						1,098 CT
39F	Buildings, Courts, Play Areas, Athletic Fields-FY16	141						141
		141 CT						141 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
39G Buildings, Courts, Play Areas, Athletic Fields-FY15	110 110 CT						110 110 CT
40 Rebuilding Community Infrastructure	7,000 7,000 CN	7,000 7,000 CN	7,000 7,000 CN				21,000 21,000 CN
40A Rebuilding Community Infrastructure-FY20	7,000 7,000 CT						7,000 7,000 CT
40B Rebuilding Community Infrastructure-FY19	7,000 7,000 CT						7,000 7,000 CT
40C Rebuilding Community Infrastructure-FY18	3,723 3,723 CT						3,723 3,723 CT
41 Neighborhood Parks and Facilities	22,620	12,445	12,445	2,500	1,000	1,000	52,010
	21,120 CN 1,000 PB 500 SB	10,945 CN 1,000 PB 500 SB	10,945 CN 1,000 PB 500 SB	1,000 CN 1,000 PB 500 SB	1,000 CN 1,000 PB 500 SB	1,000 CN 1,000 PB 500 SB	46,010 CN 4,000 PB 2,000 SB
41A Neighborhood Parks-FY22	11,950 10,450 CT 1,000 PT 500 ST						11,950 10,450 CT 1,000 PT 500 ST

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
41B Neighborhood Parks-FY21	1,750 250 CT 1,000 PT 500 ST						1,750 250 CT 1,000 PT 500 ST
41C Neighborhood Parks-FY20	3,465 2,000 CR 659 CT 806 PT						3,465 2,000 CR 659 CT 806 PT
41D Neighborhood Parks-FY19	1,500 1,500 PT						1,500 1,500 PT
41E Neighborhood Parks-FY18	1,500 1,500 PT						1,500 1,500 PT
41F Neighborhood Parks-FY17	2,500 2,500 PT						2,500 2,500 PT
42 Natural Lands / Large Manicured Parks/Buildings	7,210	7,210	4,175	5,550	4,380	4,250	32,775
	3,010 CN 2,000 FB 200 PB 2,000 SB	3,010 CN 2,000 FB 200 PB 2,000 SB	2,975 CN 200 PB 1,000 SB	4,350 CN 200 PB 1,000 SB	3,280 CN 100 PB 1,000 SB	3,250 CN 1,000 SB	19,875 CN 4,000 FB 900 PB 8,000 SB

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
42A Natural Lands/Large Manicured Parks-FY22	6,140 1,940 CT 3,000 FT 200 PT 1,000 ST						6,140 1,940 CT 3,000 FT 200 PT 1,000 ST
42B Natural Lands/Large Manicured Parks-FY21	1,207 7 CT 1,000 FT 200 PT						1,207 7 CT 1,000 FT 200 PT
42C Natural Lands/Large Manicured Parks-FY20	6,895 146 CR 2,051 CT 3,000 FT 322 PT 1,376 ST						6,895 146 CR 2,051 CT 3,000 FT 322 PT 1,376 ST
42D Natural Lands/Large Manicured Parks-FY19	8,191 2,150 CR 1,231 CT 3,000 FT 395 PT 1,415 ST						8,191 2,150 CR 1,231 CT 3,000 FT 395 PT 1,415 ST
42E Natural Lands/Large Manicured Parks-FY18	3,610 1,210 CT 1,000 FT 1,400 PT						3,610 1,210 CT 1,000 FT 1,400 PT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						
42F Natural Lands/Large Manicured Parks-FY16	2,473						2,473
29 CT							29 CT
1,000 FT							1,000 FT
581 PT							581 PT
863 ST							863 ST
42H Natural Lands/Large Manicured Parks-FY15	282						282
32 CT							32 CT
100 PT							100 PT
150 ST							150 ST
43 Parks and Recreation Projects	8,500	8,750	7,000	7,000	6,500	6,500	44,250
2,500 CN	2,500 CN	2,750 CN	1,000 CN	1,000 CN	1,000 CN	1,000 CN	9,250 CN
2,000 FB	2,000 FB	2,000 FB	2,000 FB	2,000 FB	2,000 FB	2,000 FB	12,000 FB
1,500 PB	1,500 PB	1,500 PB	1,500 PB	1,500 PB	1,000 PB	1,000 PB	8,000 PB
2,500 SB	2,500 SB	2,500 SB	2,500 SB	2,500 SB	2,500 SB	2,500 SB	15,000 SB

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
43A Parks and Recreation Projects-FY22	5,055						5,055
	805 CT						805 CT
	1,000 FT						1,000 FT
	1,000 PT						1,000 PT
	2,250 ST						2,250 ST
43B Parks and Recreation Projects-FY21	3,500						3,500
	1,000 FT						1,000 FT
	500 PT						500 PT
	2,000 ST						2,000 ST
43C Parks and Recreation Projects-FY20	8,394						8,394
	1,394 CT						1,394 CT
	1,000 FT						1,000 FT
	2,000 PT						2,000 PT
	4,000 ST						4,000 ST
43D Parks and Recreation Projects-FY19	5,893						5,893
	181 CT						181 CT
	1,000 FT						1,000 FT
	2,500 PT						2,500 PT
	2,212 ST						2,212 ST
43E Parks and Recreation Projects-FY18	4,600						4,600
	3,500 FT						3,500 FT
	1,000 PT						1,000 PT
	100 ST						100 ST
43F Parks and Recreation Projects-FY16	4,724						4,724
	502 CT						502 CT
	2,187 FT						2,187 FT
	1,000 PT						1,000 PT
	1,035 ST						1,035 ST

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
43G Parks and Recreation Projects-FY15	1,341 25 CT 500 PT 816 ST						1,341 25 CT 500 PT 816 ST
44 Improvements to Existing Recreation Facilities-CD1	395 395 CN	395 395 CN	395 395 CN	395 395 CN	395 395 CN	395 395 CN	2,370 2,370 CN
44A Improvements to Existing Recreation Facilities-CD1-FY22	395 395 CT						395 395 CT
44B Improvements to Existing Recreation Facilities-CD1-FY20	355 355 CT						355 355 CT
44C Improvements to Existing Recreation Facilities-CD1-FY19	44 44 CT						44 44 CT
44D Improvements to Existing Recreation Facilities-CD1-FY18	310 310 CT						310 310 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						
44E Improvements to Existing Recreation Facilities-CD1-FY17	96 96 CT						96 96 CT
44F Improvements to Existing Recreation Facilities-CD1-FY16	31 31 CT						31 31 CT
44G Improvements to Existing Recreation Facilities-CD1-FY13	3 3 CT						3 3 CT
44H Improvements to Existing Recreation Facilities-CD1-FY12	105 105 CT						105 105 CT
44I Improvements to Existing Recreation Facilities-CD1-FY11	64 64 CT						64 64 CT
45 Improvements to Existing Recreation Facilities-CD2	395 395 CN	2,370 2,370 CN					
45A Improvements to Existing Recreation Facilities-CD2-FY22	395 395 CT						395 395 CT
45B Improvements to Existing Recreation Facilities-CD2-FY21	245 245 CT						245 245 CT
45C Improvements to Existing Recreation Facilities-CD2-FY20	100 100 CT						100 100 CT
45D Improvements to Existing Recreation Facilities-CD2-FY19	184 184 CT						184 184 CT
45E Improvements to Existing Recreation Facilities-CD2-FY18	23 23 CT						23 23 CT
45F Improvements to Existing Recreation Facilities-CD2-FY17	282 282 CT						282 282 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
45G Improvements to Existing Recreation Facilities-CD2-FY16	41 41 CT						41 41 CT
45H Improvements to Existing Recreation Facilities-CD2-FY15	48 48 CT						48 48 CT
45I Improvements to Existing Recreation Facilities-CD2-FY14	104 104 CT						104 104 CT
45J Improvements to Existing Recreation Facilities-CD2-FY13	250 250 CT						250 250 CT
45K Improvements to Existing Recreation Facilities-CD2-FY12	82 82 CT						82 82 CT
45L Improvements to Existing Recreation Facilities-CD2-FY11	36 36 CT						36 36 CT
45M Improvements to Existing Recreation Facilities-CD2-FY10	40 40 CT						40 40 CT
45N Improvements to Existing Recreation Facilities-CD2-FY09	124 124 CT						124 124 CT
45O Improvements to Existing Recreation Facilities-CD2-FY08	38 38 CT						38 38 CT
45P Improvements to Existing Recreation Facilities-CD2-FY07	1 1 CT						1 1 CT
45Q Improvements to Existing Recreation Facilities-CD2-FY06	14 14 CT						14 14 CT
45R Improvements to Existing Recreation Facilities-CD2-FY05	13 13 CT						13 13 CT
45S Improvements to Existing Recreation Facilities-CD2-FY02	8						8

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						
	8 CT						8 CT
45T Improvements to Existing Recreation Facilities-CD2-FY01	81 81 CT						81 81 CT
46 Improvements to Existing Recreation Facilities-CD3	395 395 CN	2,370 2,370 CN					
46A Improvements to Existing Recreation Facilities-CD3-FY22	395 395 CT						395 395 CT
46B Improvements to Existing Recreation Facilities-CD3-FY21	395 395 CT						395 395 CT
46C Improvements to Existing Recreation Facilities-CD3-FY20	766 766 CT						766 766 CT
46D Improvements to Existing Recreation Facilities-CD3-FY19	663 663 CT						663 663 CT
46E Improvements to Existing Recreation Facilities-CD3-FY18	240 240 CT						240 240 CT
46F Improvements to Existing Recreation Facilities-CD3-FY17	354 354 CT						354 354 CT
46G Improvements to Existing Recreation Facilities-CD3-FY16	255 255 CT						255 255 CT
46H Improvements to Existing Recreation Facilities-CD3-FY15	478 478 CT						478 478 CT
46I Improvements to Existing Recreation Facilities-CD3-FY14	13 13 CT						13 13 CT
46J Improvements to Existing Recreation Facilities-CD3-FY13	56 56 CT						56 56 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
46K Improvements to Existing Recreation Facilities-CD3-FY11	119 119 CT						119 119 CT
46L Improvements to Existing Recreation Facilities-CD3-FY10	276 276 CT						276 276 CT
46M Improvements to Existing Recreation Facilities-CD3-FY09	37 37 CT						37 37 CT
46N Improvements to Existing Recreation Facilities-CD3-FY08	401 401 CT						401 401 CT
46O Improvements to Existing Recreation Facilities-CD3-FY06	10 10 CT						10 10 CT
46P Improvements to Existing Recreation Facilities-CD3-FY04	18 18 CT						18 18 CT
47 Improvements to Existing Recreation Facilities-CD4	395	395	395	395	395	395	2,370
	395 CN	395 CN	395 CN	395 CN	395 CN	395 CN	2,370 CN
47A Improvements to Existing Recreation Facilities-CD4-FY22	395 395 CT						395 395 CT
47B Improvements to Existing Recreation Facilities-CD4-FY21	42 42 CT						42 42 CT
47C Improvements to Existing Recreation Facilities-CD4-FY20	101 101 CT						101 101 CT
47D Improvements to Existing Recreation Facilities-CD4-FY19	108 108 CT						108 108 CT
47E Improvements to Existing Recreation Facilities-CD4-FY18	121 121 CT						121 121 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						
47F Improvements to Existing Recreation Facilities-CD4-FY17	86 86 CT						86 86 CT
47G Improvements to Existing Recreation Facilities-CD4-FY16	58 58 CT						58 58 CT
47H Improvements to Existing Recreation Facilities-CD4-FY15	82 82 CT						82 82 CT
47I Improvements to Existing Recreation Facilities-CD4-FY14	207 207 CT						207 207 CT
47J Improvements to Existing Recreation Facilities-CD4-FY13	106 106 CT						106 106 CT
47K Improvements to Existing Recreation Facilities-CD4-FY12	5 5 CT						5 5 CT
47L Improvements to Existing Recreation Facilities-CD4-FY11	79 79 CT						79 79 CT
47M Improvements to Existing Recreation Facilities-CD4-FY10	50 50 CT						50 50 CT
47N Improvements to Existing Recreation Facilities-CD4-FY09	2 2 CT						2 2 CT
48 Improvements to Existing Recreation Facilities-CD5	395 395 CN	2,370 2,370 CN					
48A Improvements to Existing Recreation Facilities-CD5-FY22	395 395 CT						395 395 CT
48B Improvements to Existing Recreation Facilities-CD5-FY21	395 395 CT						395 395 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
48C Improvements to Existing Recreation Facilities-CD5-FY20	744 744 CT						744 744 CT
48D Improvements to Existing Recreation Facilities-CD5-FY19	217 217 CT						217 217 CT
48E Improvements to Existing Recreation Facilities-CD5-FY18	91 91 CT						91 91 CT
48F Improvements to Existing Recreation Facilities-CD5-FY17	53 53 CT						53 53 CT
48G Improvements to Existing Recreation Facilities-CD5-FY16	373 373 CT						373 373 CT
48H Improvements to Existing Recreation Facilities-CD5-FY15	106 106 CT						106 106 CT
48I Improvements to Existing Recreation Facilities-CD5-FY14	26 26 CT						26 26 CT
48J Improvements to Existing Recreation Facilities-CD5-FY13	2 2 CT						2 2 CT
48K Improvements to Existing Recreation Facilities-CD5-FY12	359 359 CT						359 359 CT
48L Improvements to Existing Recreation Facilities-CD5-FY11	87 87 CT						87 87 CT
48M Improvements to Existing Recreation Facilities-CD5-FY10	168 168 CT						168 168 CT
48N Improvements to Existing Recreation Facilities-CD5-FY09	61 61 CT						61 61 CT
48O Improvements to Existing Recreation Facilities-CD5-FY08	3						3

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						
	3 CT						3 CT
48P Improvements to Existing Recreation Facilities-CD5-FY07	126 126 CT						126 126 CT
48Q Improvements to Existing Recreation Facilities-CD5-FY06	1 1 CT						1 1 CT
48R Improvements to Existing Recreation Facilities-CD5-FY02	4 4 CT						4 4 CT
48S Improvements to Existing Recreation Facilities-CD5-FY01	36 36 CT						36 36 CT
48T Improvements to Existing Recreation Facilities-CD5-FY00	74 74 CT						74 74 CT
49 Improvements to Existing Recreation Facilities-CD6	395 395 CN	2,370 2,370 CN					
49A Improvements to Existing Recreation Facilities-CD6-FY22	395 395 CT						395 395 CT
49B Improvements to Existing Recreation Facilities-CD6-FY21	395 395 CT						395 395 CT
49C Improvements to Existing Recreation Facilities-CD6-FY20	627 627 CT						627 627 CT
49D Improvements to Existing Recreation Facilities-CD6-FY19	112 112 CT						112 112 CT
49E Improvements to Existing Recreation Facilities-CD6-FY18	69 69 CT						69 69 CT
49F Improvements to Existing Recreation Facilities-CD6-FY17	19 19 CT						19 19 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						
49G Improvements to Existing Recreation Facilities-CD6-FY16	181 181 CT						181 181 CT
49H Improvements to Existing Recreation Facilities-CD6-FY15	190 190 CT						190 190 CT
49I Improvements to Existing Recreation Facilities-CD6-FY13	80 80 CT						80 80 CT
49J Improvements to Existing Recreation Facilities-CD6-FY12	543 543 CT						543 543 CT
49K Improvements to Existing Recreation Facilities-CD6-FY11	36 36 CT						36 36 CT
49L Improvements to Existing Recreation Facilities-CD6-FY07	5 5 CT						5 5 CT
49M Improvements to Existing Recreation Facilities-CD6-FY06	1 1 CT						1 1 CT
50 Improvements to Existing Recreation Facilities-CD7	395 395 CN	2,370 2,370 CN					
50A Improvements to Existing Recreation Facilities-CD7-FY22	395 395 CT						395 395 CT
50B Improvements to Existing Recreation Facilities-CD7-FY21	308 308 CT						308 308 CT
50C Improvements to Existing Recreation Facilities-CD7-FY20	409 409 CT						409 409 CT
50D Improvements to Existing Recreation Facilities-CD7-FY19	20 20 CT						20 20 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
50E Improvements to Existing Recreation Facilities-CD7-FY18	3 3 CT						3 3 CT
50F Improvements to Existing Recreation Facilities-CD7-FY17	511 511 CT						511 511 CT
50G Improvements to Existing Recreation Facilities-CD7-FY16	225 225 CT						225 225 CT
50H Improvements to Existing Recreation Facilities-CD7-FY15	11 11 CT						11 11 CT
50I Improvements to Existing Recreation Facilities-CD7-FY14	31 31 CT						31 31 CT
50J Improvements to Existing Recreation Facilities-CD7-FY13	30 30 CT						30 30 CT
50K Improvements to Existing Recreation Facilities-CD7-FY12	16 16 CT						16 16 CT
50L Improvements to Existing Recreation Facilities-CD7-FY11	113 113 CT						113 113 CT
50M Improvements to Existing Recreation Facilities-CD7-FY10	11 11 CT						11 11 CT
50N Improvements to Existing Recreation Facilities-CD7-FY09	51 51 CT						51 51 CT
50O Improvements to Existing Recreation Facilities-CD7-FY08	59 59 CT						59 59 CT
50P Improvements to Existing Recreation Facilities-CD7-FY06	41 41 CT						41 41 CT
50Q Improvements to Existing Recreation Facilities-CD7-FY05	15						15

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						
	15 CT						15 CT
51 Improvements to Existing Recreation Facilities-CD8	395 395 CN	2,370 2,370 CN					
51A Improvements to Existing Recreation Facilities-CD8-FY22	395 395 CT						395 395 CT
51B Improvements to Existing Recreation Facilities-CD8-FY21	395 395 CT						395 395 CT
51C Improvements to Existing Recreation Facilities-CD8-FY20	729 729 CT						729 729 CT
51D Improvements to Existing Recreation Facilities-CD8-FY19	41 41 CT						41 41 CT
51E Improvements to Existing Recreation Facilities-CD8-FY18	572 572 CT						572 572 CT
51F Improvements to Existing Recreation Facilities-CD8-FY17	625 625 CT						625 625 CT
51G Improvements to Existing Recreation Facilities-CD8-FY16	248 248 CT						248 248 CT
51H Improvements to Existing Recreation Facilities-CD8-FY15	50 50 CT						50 50 CT
51I Improvements to Existing Recreation Facilities-CD8-FY14	21 21 CT						21 21 CT
51J Improvements to Existing Recreation Facilities-CD8-FY13	209 209 CT						209 209 CT
51K Improvements to Existing Recreation Facilities-CD8-FY11	50 50 CT						50 50 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						
51L Improvements to Existing Recreation Facilities-CD8-FY09	29 29 CT						29 29 CT
51M Improvements to Existing Recreation Facilities-CD8-FY08	363 363 CT						363 363 CT
51N Improvements to Existing Recreation Facilities-CD8-FY07	1 1 CT						1 1 CT
51O Improvements to Existing Recreation Facilities-CD8-FY05	68 68 CT						68 68 CT
51P Improvements to Existing Recreation Facilities-CD8-FY04	55 55 CT						55 55 CT
51Q Improvements to Existing Recreation Facilities-CD8-FY03	1 1 CT						1 1 CT
51R Improvements to Existing Recreation Facilities-CD8-FY02	25 25 CT						25 25 CT
51S Improvements to Existing Recreation Facilities-CD8-FY01	6 6 CT						6 6 CT
52 Improvements to Existing Recreation Facilities-CD9	395 395 CN	2,370 2,370 CN					
52A Improvements to Existing Recreation Facilities-CD9-FY22	395 395 CT						395 395 CT
52B Improvements to Existing Recreation Facilities-CD9-FY21	395 395 CT						395 395 CT
52C Improvements to Existing Recreation Facilities-CD9-FY20	790 790 CT						790 790 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						
52D Improvements to Existing Recreation Facilities-CD9-FY19	790 790 CT						790 790 CT
52E Improvements to Existing Recreation Facilities-CD9-FY18	790 790 CT						790 790 CT
52F Improvements to Existing Recreation Facilities-CD9-FY17	512 512 CT						512 512 CT
52G Improvements to Existing Recreation Facilities-CD9-FY16	1 1 CT						1 1 CT
52H Improvements to Existing Recreation Facilities-CD9-FY15	60 60 CT						60 60 CT
52I Improvements to Existing Recreation Facilities-CD9-FY14	84 84 CT						84 84 CT
52J Improvements to Existing Recreation Facilities-CD9-FY13	88 88 CT						88 88 CT
52K Improvements to Existing Recreation Facilities-CD9-FY11	49 49 CT						49 49 CT
52L Improvements to Existing Recreation Facilities-CD9-FY10	43 43 CT						43 43 CT
52M Improvements to Existing Recreation Facilities-CD9-FY05	46 46 CT						46 46 CT
52N Improvements to Existing Recreation Facilities-CD9-FY04	13 13 CT						13 13 CT
53 Improvements to Existing Recreation Facilities-CD10	395 395 CN	2,370 2,370 CN					

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
53A Improvements to Existing Recreation Facilities-CD10-FY22	395 395 CT						395 395 CT
53B Improvements to Existing Recreation Facilities-CD10-FY21	395 395 CT						395 395 CT
53C Improvements to Existing Recreation Facilities-CD10-FY20	321 39 CR 282 CT						321 39 CR 282 CT
53D Improvements to Existing Recreation Facilities-CD10-FY19	176 176 CT						176 176 CT
53E Improvements to Existing Recreation Facilities-CD10-FY18	54 54 CT						54 54 CT
53F Improvements to Existing Recreation Facilities-CD10-FY17	85 85 CT						85 85 CT
53G Improvements to Existing Recreation Facilities-CD10-FY16	107 107 CT						107 107 CT
53H Improvements to Existing Recreation Facilities-CD10-FY15	254 254 CT						254 254 CT
53I Improvements to Existing Recreation Facilities-CD10-FY14	38 38 CT						38 38 CT
53J Improvements to Existing Recreation Facilities-CD10-FY13	213 213 CT						213 213 CT
53K Improvements to Existing Recreation Facilities-CD10-FY12	239 239 CT						239 239 CT
53L Improvements to Existing Recreation Facilities-CD10-FY11	531 531 CT						531 531 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
53M Improvements to Existing Recreation Facilities-CD10-FY10	38 38 CT						38 38 CT
53N Improvements to Existing Recreation Facilities-CD10-FY09	1 1 CT						1 1 CT
53O Improvements to Existing Recreation Facilities-CD10-FY04	78 78 CT						78 78 CT
54 Cultural Facilities Improvements	2,100 2,100 CN	1,000 1,000 CN	1,000 1,000 CN	1,500 1,500 CN	1,500 1,500 CN	1,500 1,500 CN	8,600 8,600 CN
54A Cultural Facilities Improvements-FY22	500 500 CT						500 500 CT
54B Cultural Facilities Improvements-FY20	500 500 CR						500 500 CR
54C Cultural Facilities Improvements-FY18	3,079 79 CT 3,000 PT						3,079 79 CT 3,000 PT
54D Cultural Facilities Improvements-FY14	3,200 3,200 PT						3,200 3,200 PT
54E Cultural Facilities Improvements-FY13	9,416 16 CT 9,400 PT						9,416 16 CT 9,400 PT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
55A Building Improvements-FY14	192 91 CT 101 PT						192 91 CT 101 PT
55B Building Improvements-FY13	1,944 44 CT 1,700 PT 200 ST						1,944 44 CT 1,700 PT 200 ST
55C Building Improvements-FY12	2 2 CT						2 2 CT
56A Parkland - Site Improvements-FY14	2,920 58 CT 2,422 PT 440 ST						2,920 58 CT 2,422 PT 440 ST
56B Parkland - Site Improvements-FY13	333 3 CT 165 PT 165 ST						333 3 CT 165 PT 165 ST
56C Parkland - Site Improvements-FY11	500 500 ST						500 500 ST
56D Parkland - Site Improvements-FY10	7,046 10 CT 1,786 FT 3,800 PT 1,450 ST						7,046 10 CT 1,786 FT 3,800 PT 1,450 ST

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
56E Parkland - Site Improvements-FY09	4,511						4,511
	55 CT						55 CT
	375 FT						375 FT
	3,196 ST						3,196 ST
	885 TT						885 TT
56F Parkland - Site Improvements-FY08	15						15
	15 ST						15 ST
57A Roadways, Footways, and Parking-FY14	1,230						1,230
	30 CT						30 CT
	1,200 ST						1,200 ST
57B Roadways, Footways, and Parking-FY13	927						927
	9 CT						9 CT
	400 PT						400 PT
	518 ST						518 ST
57C Roadways, Footways, and Parking-FY11	1,700						1,700
	1,000 FT						1,000 FT
	700 ST						700 ST
58A Improvements to Existing Recreation Facilities - Infrastructure-FY13	15						15
	15 CT						15 CT
58B Improvements to Existing Recreation Facilities - Infrastructure-FY12	478						478
	478 CT						478 CT
59A Grant Funded Recreation Improvements-FY14	266						266
	266 ST						266 ST

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						
59B Grant Funded Recreation Improvements-FY13	901						901
	901 ST						901 ST
59C Grant Funded Recreation Improvements-FY12	529						529
	529 ST						529 ST
59D Grant Funded Recreation Improvements-FY11	2,331						2,331
	1,100 PT						1,100 PT
	1,231 ST						1,231 ST
<b>PARKS AND RECREATION</b>	249,897	42,605	38,470	25,100	21,340	21,300	398,712
	41,930 CN	30,905 CN	29,770 CN	16,400 CN	14,740 CN	14,800 CN	148,545 CN
	18,140 CR						18,140 CR
	77,574 CT						77,574 CT
	4,000 FB	4,000 FB	2,000 FB	2,000 FB	2,000 FB	2,000 FB	16,000 FB
	24,848 FT						24,848 FT
	2,700 PB	2,700 PB	2,700 PB	2,700 PB	1,100 PB	1,000 PB	12,900 PB
	45,292 PT						45,292 PT
	5,000 SB	5,000 SB	4,000 SB	4,000 SB	3,500 SB	3,500 SB	25,000 SB
	29,528 ST						29,528 ST
	885 TT						885 TT
<b>PARKS AND RECREATION</b>	249,897	42,605	38,470	25,100	21,340	21,300	398,712
	41,930 CN	30,905 CN	29,770 CN	16,400 CN	14,740 CN	14,800 CN	148,545 CN
	18,140 CR						18,140 CR
	77,574 CT						77,574 CT
	4,000 FB	4,000 FB	2,000 FB	2,000 FB	2,000 FB	2,000 FB	16,000 FB
	24,848 FT						24,848 FT
	2,700 PB	2,700 PB	2,700 PB	2,700 PB	1,100 PB	1,000 PB	12,900 PB
	45,292 PT						45,292 PT
	5,000 SB	5,000 SB	4,000 SB	4,000 SB	3,500 SB	3,500 SB	25,000 SB
	29,528 ST						29,528 ST
	885 TT						885 TT

2023	2024	2025	2026	2027	2028	2023 - 2028
\$x000						

**POLICE**

***POLICE FACILITIES***

60	Police Facilities - Renovations	8,810	9,800	1,425	7,925	7,950	8,450	44,360
	10 CA							10 CA
	8,800 CN	9,800 CN	1,425 CN	7,925 CN	7,950 CN	8,450 CN	44,350 CN	
60A	Police Facilities - Renovations-FY22	1,200						1,200
	1,200 CT							1,200 CT
60B	Police Facilities - Renovations-FY21	20,324						20,324
	20,324 CT							20,324 CT
60C	Police Facilities - Renovations-FY20	8,586						8,586
	446 CR							446 CR
	3,140 CT							3,140 CT
	5,000 TT							5,000 TT
60D	Police Facilities - Renovations-FY19	61						61
	61 CT							61 CT
60E	Police Facilities - Renovations-FY17	5						5
	5 CT							5 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
60F Police Facilities - Renovations-FY16	85 85 CT						85 85 CT
60G Police Facilities - Renovations-FY14	646 645 A 1 CT						646 645 A 1 CT
60H Police Facilities - Renovations-FY08	576 576 A						576 576 A
<b>POLICE FACILITIES</b>	40,293 1,221 A 10 CA 8,800 CN 446 CR 24,816 CT 5,000 TT	9,800	1,425	7,925	7,950	8,450	75,843 1,221 A 10 CA 44,350 CN 446 CR 24,816 CT 5,000 TT
<b>POLICE</b>	40,293 1,221 A 10 CA 8,800 CN 446 CR 24,816 CT 5,000 TT	9,800	1,425	7,925	7,950	8,450	75,843 1,221 A 10 CA 44,350 CN 446 CR 24,816 CT 5,000 TT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						

**PRISONS**

*CORRECTIONAL INSTITUTIONS - CAPITAL*

61	Prison System - Renovations	7,475	10,261	13,764	12,000	3,500	4,500	51,500
		7,475 CN	10,261 CN	13,764 CN	12,000 CN	3,500 CN	4,500 CN	51,500 CN
61A	Prison System - Renovations-FY22	1,100						1,100
		1,100 CT						1,100 CT
61B	Prison System - Renovations-FY21	650						650
		650 CT						650 CT
61C	Prison System - Renovations-FY20	8,751						8,751
		8,751 CR						8,751 CR
61D	Prison System - Renovations-FY17	145						145
		145 CT						145 CT
61E	Prison System - Renovations-FY16	3,719						3,719
		19 CT						19 CT
		3,700 TT						3,700 TT
<i>CORRECTIONAL INSTITUTIONS - CAPITAL</i>		21,840	10,261	13,764	12,000	3,500	4,500	65,865
		7,475 CN	10,261 CN	13,764 CN	12,000 CN	3,500 CN	4,500 CN	51,500 CN
		8,751 CR						8,751 CR
		1,914 CT						1,914 CT
		3,700 TT						3,700 TT
<b>PRISONS</b>		21,840	10,261	13,764	12,000	3,500	4,500	65,865
		7,475 CN	10,261 CN	13,764 CN	12,000 CN	3,500 CN	4,500 CN	51,500 CN
		8,751 CR						8,751 CR
		1,914 CT						1,914 CT
		3,700 TT						3,700 TT

2023	2024	2025	2026	2027	2028	2023 - 2028
\$x000						

**PUBLIC PROPERTY**

*BUILDINGS AND FACILITIES - OTHER*

62	Citywide Asbestos Abatement & Environmental Remediation	500	500	500	500	500	500	3,000
		500 CN	3,000 CN					
62A	Citywide Asbestos Abatement & Environmental Remediation-FY22	500						500
		500 CT						500 CT
62B	Citywide Asbestos Abatement & Environmental Remediation-FY20	386						386
		386 CT						386 CT
62C	Citywide Asbestos Abatement & Environmental Remediation-FY21	500						500
		500 CT						500 CT
63	Improvements to Municipal Facilities	2,344	5,200	5,200	5,400	6,700	6,700	31,544
		644 CN	4,500 CN	4,500 CN	4,700 CN	6,200 CN	6,200 CN	26,744 CN
		500 CR	3,000 CR					
		100 FB	100 FB	100 FB	100 FB			400 FB
		1,100 PB	100 PB	100 PB	100 PB			1,400 PB

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
63A Improvements to Municipal Facilities-FY22	19,900 5,500 CR 13,200 CT 100 FT 1,100 PT						19,900 5,500 CR 13,200 CT 100 FT 1,100 PT
63B Improvements to Municipal Facilities-FY21	3,900 500 CR 2,200 CT 100 FT 1,100 PT						3,900 500 CR 2,200 CT 100 FT 1,100 PT
63C Improvements to Municipal Facilities-FY20	16,035 6,043 CR 1,292 CT 100 FT 1,100 PT 7,500 TT						16,035 6,043 CR 1,292 CT 100 FT 1,100 PT 7,500 TT
63D Improvements to Municipal Facilities-FY19	3,140 1,440 CR 600 FT 1,100 PT						3,140 1,440 CR 600 FT 1,100 PT
63E Improvements to Municipal Facilities-FY18	1,895 1,100 CT 50 FT 745 PT						1,895 1,100 CT 50 FT 745 PT
63F Improvements to Municipal Facilities-FY17	115 115 CT						115 115 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
63G Improvements to Municipal Facilities-FY14	22						22
	22 CT						22 CT
<b>BUILDINGS AND FACILITIES - OTHER</b>	49,237	5,700	5,700	5,900	7,200	7,200	80,937
	1,144 CN	5,000 CN	5,000 CN	5,200 CN	6,700 CN	6,700 CN	29,744 CN
	13,983 CR	500 CR	500 CR	500 CR	500 CR	500 CR	16,483 CR
	19,315 CT						19,315 CT
	100 FB	100 FB	100 FB	100 FB			400 FB
	950 FT						950 FT
	1,100 PB	100 PB	100 PB	100 PB			1,400 PB
	5,145 PT						5,145 PT
	7,500 TT						7,500 TT
<b>PUBLIC PROPERTY</b>	49,237	5,700	5,700	5,900	7,200	7,200	80,937
	1,144 CN	5,000 CN	5,000 CN	5,200 CN	6,700 CN	6,700 CN	29,744 CN
	13,983 CR	500 CR	500 CR	500 CR	500 CR	500 CR	16,483 CR
	19,315 CT						19,315 CT
	100 FB	100 FB	100 FB	100 FB			400 FB
	950 FT						950 FT
	1,100 PB	100 PB	100 PB	100 PB			1,400 PB
	5,145 PT						5,145 PT
	7,500 TT						7,500 TT

2023	2024	2025	2026	2027	2028	2023 - 2028
\$x000						

**RECORDS**

*CAPITAL PROJECTS*

64A	Records Improvements-FY20	252 4 CR 248 CT					252 4 CR 248 CT
64B	Records Improvements-FY18	93 93 CT					93 93 CT
64C	Records Improvements-FY15	29 29 CT					29 29 CT
<i>CAPITAL PROJECTS</i>		374 4 CR 370 CT					374 4 CR 370 CT
<b>RECORDS</b>		374 4 CR 370 CT					374 4 CR 370 CT

2023	2024	2025	2026	2027	2028	2023 - 2028
\$x000						

**STREETS**

**BRIDGES**

65	Bridge Reconstruction & Improvements	13,604	63,100	63,100	64,100	63,500	63,500	330,904
	4 CA							4 CA
	500 CN	3,000	3,000	3,000	4,000	3,400	3,400	17,300
	8,000 FB	48,000	48,000	48,000	48,000	48,000	48,000	248,000
	4,600 SB	12,100	12,100	12,100	12,100	12,100	12,100	65,100
	500 TB							500
65A	Bridge Reconstruction & Improvements-FY22	13,600						13,600
	500 CT							500
	8,000 FT							8,000
	500 PT							500
	4,600 ST							4,600
65B	Bridge Reconstruction & Improvements-FY21	31,600						31,600
	1,400 CT							1,400
	22,400 FT							22,400
	7,300 ST							7,300
	500 TT							500

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
65C Bridge Reconstruction & Improvements-FY20	125,533 2,802 CT 78,270 FT 3,260 PT 41,201 ST						125,533 2,802 CT 78,270 FT 3,260 PT 41,201 ST
65D Bridge Reconstruction & Improvements-FY19	20,538 1,016 CT 19,200 FT 322 ST						20,538 1,016 CT 19,200 FT 322 ST
65E Bridge Reconstruction & Improvements-FY18	17,580 14,560 FT 3,020 ST						17,580 14,560 FT 3,020 ST
65F Bridge Reconstruction & Improvements-FY17	1,402 1,402 CT						1,402 1,402 CT
<b>BRIDGES</b>	223,857	63,100	63,100	64,100	63,500	63,500	541,157
	4 CA						4 CA
	500 CN	3,000 CN	3,000 CN	4,000 CN	3,400 CN	3,400 CN	17,300 CN
	7,120 CT						7,120 CT
	8,000 FB	48,000 FB	48,000 FB	48,000 FB	48,000 FB	48,000 FB	248,000 FB
	142,430 FT						142,430 FT
	3,760 PT						3,760 PT
	4,600 SB	12,100 SB	12,100 SB	12,100 SB	12,100 SB	12,100 SB	65,100 SB
	56,443 ST						56,443 ST
	500 TB						500 TB
	500 TT						500 TT
<b>GRADING &amp; PAVING</b>							
66 Reconstruction/Resurfacing of Streets	33,599 1,849 CA 27,500 CN 1,000 FB 2,250 PB 1,000 SB	23,750 21,500 CN 2,250 PB	30,250 28,000 CN 2,250 PB	36,750 34,500 CN 2,250 PB	36,250 34,000 CN 2,250 PB	36,250 34,000 CN 2,250 PB	196,849 1,849 CA 179,500 CN 1,000 FB 13,500 PB 1,000 SB

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
66A Reconstruction/Resurfacing of Streets-FY22	138,650 134,200 CT 1,000 FT 2,250 PT 1,200 ST						138,650 134,200 CT 1,000 FT 2,250 PT 1,200 ST
66B Reconstruction/Resurfacing of Streets-FY21	48,800 14,000 CR 32,600 CT 1,000 FT 1,200 ST						48,800 14,000 CR 32,600 CT 1,000 FT 1,200 ST
66C Reconstruction/Resurfacing of Streets-FY20	10,592 1,500 CR 9,092 CT						10,592 1,500 CR 9,092 CT
66D Reconstruction/Resurfacing of Streets-FY19	1,000 1,000 TT						1,000 1,000 TT
66E Reconstruction/Resurfacing of Streets-FY14	267 267 A						267 267 A
67A Modernization of Transportation Facilities-FY18	750 750 CT						750 750 CT
68 Highways Citywide	500 500 CN	500 500 CN	500 500 CN	500 500 CN	500 500 CN	500 500 CN	3,000 3,000 CN
68A Highways Citywide-FY22	1,000 1,000 CT						1,000 1,000 CT
68B Highways Citywide-FY21	150 150 CT						150 150 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
68C Highways Citywide-FY20	1,000 1,000 CT						1,000 1,000 CT
68D Rehabilitation of Stairways in Manayunk and Citywide-FY16	171 171 CT						171 171 CT
<b>GRADING &amp; PAVING</b>	236,479	24,250	30,750	37,250	36,750	36,750	402,229
	267 A						267 A
	1,849 CA						1,849 CA
	28,000 CN	22,000 CN	28,500 CN	35,000 CN	34,500 CN	34,500 CN	182,500 CN
	15,500 CR						15,500 CR
	178,963 CT						178,963 CT
	1,000 FB						1,000 FB
	2,000 FT						2,000 FT
	2,250 PB	2,250 PB	2,250 PB	2,250 PB	2,250 PB	2,250 PB	13,500 PB
	2,250 PT						2,250 PT
	1,000 SB						1,000 SB
	2,400 ST						2,400 ST
	1,000 TT						1,000 TT
<b>IMPROVEMENTS TO CITY HIGHWAYS</b>							
69 Federal Aid Highway Program	38,948	49,050	30,050	30,350	79,200	76,000	303,598
	1,448 CA						1,448 CA
	2,700 CN	7,150 CN	3,350 CN	3,650 CN	11,000 CN	11,000 CN	38,850 CN
	30,800 FB	37,800 FB	22,600 FB	22,600 FB	49,600 FB	48,000 FB	211,400 FB
	500 PB						500 PB
	3,000 SB	4,100 SB	4,100 SB	4,100 SB	18,600 SB	17,000 SB	50,900 SB
	500 TB						500 TB

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
69A Federal Aid Highway Program-FY22	51,000 5,000 CT 40,000 FT 500 PT 5,000 ST 500 TT						51,000 5,000 CT 40,000 FT 500 PT 5,000 ST 500 TT
69B Federal Aid Highway Program-FY21	63,239 5,388 CT 49,851 FT 500 PT 7,000 ST 500 TT						63,239 5,388 CT 49,851 FT 500 PT 7,000 ST 500 TT
69C Federal Aid Highway Program-FY20	71,191 46 CT 48,622 FT 2 PT 22,521 ST						71,191 46 CT 48,622 FT 2 PT 22,521 ST
69D Federal Aid Highway Program-FY19	18,323 3,461 CT 14,862 FT						18,323 3,461 CT 14,862 FT
69E Federal Aid Highway Program-FY18	276 244 CT 32 FT						276 244 CT 32 FT
69F Federal Aid Highway Program-FY17	18,048 480 CT 16,568 FT 1,000 PT						18,048 480 CT 16,568 FT 1,000 PT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						
69G Federal Aid Highway Program-FY16	209 209 CT						209 209 CT
<b>IMPROVEMENTS TO CITY HIGHWAYS</b>	261,234	49,050	30,050	30,350	79,200	76,000	525,884
	1,448 CA						1,448 CA
	2,700 CN	7,150 CN	3,350 CN	3,650 CN	11,000 CN	11,000 CN	38,850 CN
	14,828 CT						14,828 CT
	30,800 FB	37,800 FB	22,600 FB	22,600 FB	49,600 FB	48,000 FB	211,400 FB
	169,935 FT						169,935 FT
	500 PB						500 PB
	2,002 PT						2,002 PT
	3,000 SB	4,100 SB	4,100 SB	4,100 SB	18,600 SB	17,000 SB	50,900 SB
	34,521 ST						34,521 ST
	500 TB						500 TB
	1,000 TT						1,000 TT
<b>SANITATION</b>							
70 Modernization of Sanitation Facilities	4,200 4,200 CN	1,450 1,450 CN	1,450 1,450 CN	1,000 1,000 CN	2,000 2,000 CN	2,000 2,000 CN	12,100 12,100 CN
70A Modernization of Sanitation Facilities-FY22	1,700 1,700 CT						1,700 1,700 CT
70B Modernization of Sanitation Facilities-FY21	3,950 3,950 CT						3,950 3,950 CT
70C Modernization of Sanitation Facilities-FY20	2,200 2,200 CT						2,200 2,200 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
70D Modernization of Sanitation Facilities-FY18	7 7 CT						7 7 CT
<b>SANITATION</b>	12,057 4,200 CN 7,857 CT	1,450 1,450 CN	1,450 1,450 CN	1,000 1,000 CN	2,000 2,000 CN	2,000 2,000 CN	19,957 12,100 CN 7,857 CT
<b>STREET LIGHTING</b>							
71 Street Lighting Improvements	1,700 1,200 CN 500 PB	850 850 CN	1,490 1,490 CN	1,100 1,100 CN	1,780 1,780 CN	1,100 1,100 CN	8,020 7,520 CN 500 PB
71A Street Lighting Improvements-FY22	1,000 500 CT 500 PT						1,000 500 CT 500 PT
71B Street Lighting Improvements-FY21	888 388 CT 500 PT						888 388 CT 500 PT
71C Street Lighting Improvements-FY20	499 499 CT						499 499 CT
71D Street Lighting Improvements-FY16	59 59 CT						59 59 CT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
71E Alley Lighting Improvements-FY12	1						1
	1 CT						1 CT
<b>STREET LIGHTING</b>	4,147	850	1,490	1,100	1,780	1,100	10,467
	1,200 CN	850 CN	1,490 CN	1,100 CN	1,780 CN	1,100 CN	7,520 CN
	1,447 CT						1,447 CT
	500 PB						500 PB
	1,000 PT						1,000 PT
<b>STREETS DEPARTMENT FACILITIES</b>							
72 Streets Department Facilities	1,208	600	100	100	100	100	2,208
	8 CA						8 CA
	1,200 CN	600 CN	100 CN	100 CN	100 CN	100 CN	2,200 CN
72A Streets Department Facilities-FY22	100						100
	100 CT						100 CT
72B Streets Department Facilities-FY20	1,350						1,350
	350 CR						350 CR
	1,000 CT						1,000 CT
72C Streets Department Facilities-FY19	4,681						4,681
	681 CT						681 CT
	4,000 PT						4,000 PT
<b>STREETS DEPARTMENT FACILITIES</b>	7,339	600	100	100	100	100	8,339
	8 CA						8 CA
	1,200 CN	600 CN	100 CN	100 CN	100 CN	100 CN	2,200 CN
	350 CR						350 CR
	1,781 CT						1,781 CT
	4,000 PT						4,000 PT

	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2023 - 2028</b>
	\$x000						
<b><i>TRAFFIC ENGINEERING IMPS</i></b>							
73 Traffic Control	21,120	30,800	30,250	31,500	31,500	31,500	176,670
120 CA							120 CA
2,100 CN	2,800 CN	2,250 CN	3,500 CN	3,500 CN	3,500 CN	3,500 CN	17,650 CN
5,200 FB	10,000 FB	10,000 FB	10,000 FB	10,000 FB	10,000 FB	10,000 FB	55,200 FB
500 PB							500 PB
13,200 SB	18,000 SB	18,000 SB	18,000 SB	18,000 SB	18,000 SB	18,000 SB	103,200 SB

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						
73A Traffic Control-FY22	17,700						17,700
	2,000 CT						2,000 CT
	4,000 FT						4,000 FT
	500 PT						500 PT
	11,200 ST						11,200 ST
73B Traffic Control-FY21	14,800						14,800
	800 CT						800 CT
	4,000 FT						4,000 FT
	10,000 ST						10,000 ST
73C Traffic Control-FY20	57,067						57,067
	3,622 CT						3,622 CT
	29,481 FT						29,481 FT
	3,260 PT						3,260 PT
	20,704 ST						20,704 ST
73D Traffic Control-FY19	6,290						6,290
	290 CT						290 CT
	3,000 FT						3,000 FT
	3,000 ST						3,000 ST
73E Traffic Control-FY18	5,761						5,761
	5,761 ST						5,761 ST
73F Traffic Control-FY16	40						40
	40 CT						40 CT
<b>TRAFFIC ENGINEERING IMPS</b>	122,778	30,800	30,250	31,500	31,500	31,500	278,328
	120 CA						120 CA
	2,100 CN	2,800 CN	2,250 CN	3,500 CN	3,500 CN	3,500 CN	17,650 CN
	6,752 CT						6,752 CT
	5,200 FB	10,000 FB	10,000 FB	10,000 FB	10,000 FB	10,000 FB	55,200 FB
	40,481 FT						40,481 FT
	500 PB						500 PB
	3,760 PT						3,760 PT
	13,200 SB	18,000 SB	103,200 SB				
	50,665 ST						50,665 ST

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>STREETS</b>	867,891	170,100	157,190	165,400	214,830	210,950	1,786,361
267 A							267 A
3,429 CA							3,429 CA
39,900 CN	37,850 CN	40,140 CN	48,350 CN	56,280 CN	55,600 CN	278,120 CN	
15,850 CR						15,850 CR	
218,748 CT						218,748 CT	
45,000 FB	95,800 FB	80,600 FB	80,600 FB	107,600 FB	106,000 FB	515,600 FB	
354,846 FT						354,846 FT	
3,750 PB	2,250 PB	2,250 PB	2,250 PB	2,250 PB	2,250 PB	15,000 PB	
16,772 PT						16,772 PT	
21,800 SB	34,200 SB	34,200 SB	34,200 SB	48,700 SB	47,100 SB	220,200 SB	
144,029 ST						144,029 ST	
1,000 TB						1,000 TB	
2,500 TT						2,500 TT	

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						

**TRANSIT**

**TRANSIT IMPROVEMENTS - SEPTA**

74	SEPTA Bridge, Track, Signal, and Infrastructure Improvements	221,470	227,949	251,924	233,424	229,315	234,318	1,398,400
		3,342 CN	3,609 CN	3,955 CN	3,654 CN	3,762 CN	3,867 CN	22,189 CN
		94,280 FO	76,356 FO	86,203 FO	79,954 FO	71,387 FO	74,908 FO	483,088 FO
		122,979 SO	146,510 SO	160,160 SO	148,312 SO	152,756 SO	154,201 SO	884,918 SO
		869 TO	1,474 TO	1,606 TO	1,504 TO	1,410 TO	1,342 TO	8,205 TO
74A	SEPTA Bridge, Track, Signal, and Infrastructure Improvements-FY22	2,424						2,424
		2,424 CT						2,424 CT
74B	SEPTA Bridge, Track, Signal, and Infrastructure Improvements-FY19	28						28
		28 CT						28 CT
74C	SEPTA Bridge, Track, Signal, and Infrastructure Improvements-FY15	1						1
		1 CT						1 CT
75	SEPTA Station and Parking Improvements	60,019	67,290	79,499	89,480	73,612	77,356	447,256
		2,022 CN	2,055 CN	1,704 CN	2,198 CN	2,159 CN	2,044 CN	12,182 CN
		9,078 FO	22,623 FO	40,663 FO	37,909 FO	21,276 FO	24,028 FO	155,577 FO
		48,827 SO	42,595 SO	37,119 SO	49,347 SO	50,160 SO	51,283 SO	279,331 SO
		92 TO	17 TO	13 TO	26 TO	17 TO	1 TO	166 TO

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						
75A SEPTA Station and Parking Improvements-FY22	868						868
	868 CT						868 CT
76 SEPTA Passenger Information, Communications, and System Controls	17,349	9,342	9,500	9,975	10,474	10,997	67,637
	95 CN	51 CN	52 CN	54 CN	57 CN	60 CN	369 CN
	13,882 FO	7,475 FO	7,600 FO	7,980 FO	8,379 FO	8,798 FO	54,114 FO
	3,359 SO	1,809 SO	1,839 SO	1,931 SO	2,027 SO	2,128 SO	13,093 SO
	13 TO	7 TO	9 TO	10 TO	11 TO	11 TO	61 TO
76A SEPTA Passenger Information, Communications, and System Controls-FY22	37						37
	37 CT						37 CT
77A Rail Vehicle / Equipment Acquisition and Improvement Program-FY22	169						169
	169 CT						169 CT
<b>TRANSIT IMPROVEMENTS - SEPTA</b>	302,365	304,581	340,923	332,879	313,401	322,671	1,916,820
	5,459 CN	5,715 CN	5,711 CN	5,906 CN	5,978 CN	5,971 CN	34,740 CN
	3,527 CT						3,527 CT
	117,240 FO	106,454 FO	134,466 FO	125,843 FO	101,042 FO	107,734 FO	692,779 FO
	175,165 SO	190,914 SO	199,118 SO	199,590 SO	204,943 SO	207,612 SO	1,177,342 SO
	974 TO	1,498 TO	1,628 TO	1,540 TO	1,438 TO	1,354 TO	8,432 TO
<b>TRANSIT</b>	302,365	304,581	340,923	332,879	313,401	322,671	1,916,820
	5,459 CN	5,715 CN	5,711 CN	5,906 CN	5,978 CN	5,971 CN	34,740 CN
	3,527 CT						3,527 CT
	117,240 FO	106,454 FO	134,466 FO	125,843 FO	101,042 FO	107,734 FO	692,779 FO
	175,165 SO	190,914 SO	199,118 SO	199,590 SO	204,943 SO	207,612 SO	1,177,342 SO
	974 TO	1,498 TO	1,628 TO	1,540 TO	1,438 TO	1,354 TO	8,432 TO

2023	2024	2025	2026	2027	2028	2023 - 2028
\$x000						

**WATER**

**COLLECTOR SYSTEMS - CAPITAL**

78	Improvements to Collector System	170,860	176,860	181,860	260,860	265,860	271,860	1,328,160
	100 FB	100 FB	100 FB	100 FB	100 FB	100 FB	100 FB	600 FB
	10 PB	10 PB	10 PB	10 PB	10 PB	10 PB	10 PB	60 PB
	100 SB	100 SB	100 SB	100 SB	100 SB	100 SB	100 SB	600 SB
	100 TB	100 TB	100 TB	100 TB	100 TB	100 TB	100 TB	600 TB
	143,803 XN	170,050 XN	174,050 XN	251,050 XN	256,050 XN	262,050 XN	262,050 XN	1,257,053 XN
	26,747 XR	6,500 XR	7,500 XR	9,500 XR	9,500 XR	9,500 XR	9,500 XR	69,247 XR
78A	Improvements to Collector System-FY22	33,981						33,981
	225 XR							225 XR
	33,756 XT							33,756 XT
78B	Improvements to Collector System-FY21	84,183						84,183
	35 TT							35 TT
	84,148 XT							84,148 XT
78C	Improvements to Collector System-FY20	10,098						10,098
	10,098 XR							10,098 XR
78D	Improvements to Collector System-FY17	100						100
	100 XR							100 XR
78E	Improvements to Collector System-FY16	105						105
	105 XR							105 XR

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						
78F Improvements to Collector System-FY14	29						29
	29XR						29XR
<b>COLLECTOR SYSTEMS - CAPITAL</b>	299,356	176,860	181,860	260,860	265,860	271,860	1,456,656
	100 FB	600 FB					
	10 PB	60 PB					
	100 SB	600 SB					
	100 TB	600 TB					
	35 TT						35 TT
	143,803 XN	170,050 XN	174,050 XN	251,050 XN	256,050 XN	262,050 XN	1,257,053 XN
	37,304 XR	6,500 XR	7,500 XR	9,500 XR	9,500 XR	9,500 XR	79,804 XR
	117,904 XT						117,904 XT
<b>CONVEYANCE SYSTEMS - CAPITAL</b>							
79 Improvements to Conveyance System	128,060	125,060	320,060	127,060	135,060	125,060	960,360
	100 FB	600 FB					
	10 PB	60 PB					
	100 SB	600 SB					
	113,350 XN	118,350 XN	312,350 XN	117,350 XN	125,350 XN	115,350 XN	902,100 XN
	14,500 XR	6,500 XR	7,500 XR	9,500 XR	9,500 XR	9,500 XR	57,000 XR
79A Improvements to Conveyance System-FY22	35,050						35,050
	35,050XT						35,050XT
79B Improvements to Conveyance System-FY21	53,369						53,369
	52XR						52XR
	53,317XT						53,317XT
79C Improvements to Conveyance System-FY20	35,000						35,000
	35,000XT						35,000XT
<b>CONVEYANCE SYSTEMS - CAPITAL</b>	251,479	125,060	320,060	127,060	135,060	125,060	1,083,779
	100 FB	600 FB					
	10 PB	60 PB					
	100 SB	600 SB					
	113,350 XN	118,350 XN	312,350 XN	117,350 XN	125,350 XN	115,350 XN	902,100 XN
	14,552 XR	6,500 XR	7,500 XR	9,500 XR	9,500 XR	9,500 XR	57,052 XR
	123,367 XT						123,367 XT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						
<b>GENERAL - CAPITAL</b>							
80 Engineering and Material Support	26,321	26,321	26,321	26,321	26,321	26,321	157,926
	26,321 XR	157,926 XR					
80A Engineering and Material Support-FY22	8,211						8,211
	8,211 XR						8,211 XR
80B Engineering and Material Support-FY21	4,258						4,258
	4,258 XR						4,258 XR
<b>GENERAL - CAPITAL</b>	38,790	26,321	26,321	26,321	26,321	26,321	170,395
	38,790 XR	26,321 XR	170,395 XR				
<b>TREATMENT FACILITIES - CAPITAL</b>							
81 Improvements to Treatment Facilities	255,000	326,000	168,000	455,000	195,000	130,000	1,529,000
	50 FB	300 FB					
	50 SB	300 SB					
	251,021 XN	317,774 XN	159,959 XN	444,347 XN	184,221 XN	119,221 XN	1,476,543 XN
	3,879 XR	8,126 XR	7,941 XR	10,553 XR	10,679 XR	10,679 XR	51,857 XR
81A Improvements to Treatment Facilities-FY22	163,291						163,291
	500 XR						500 XR
	162,791 XT						162,791 XT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						
81B Improvements to Treatment Facilities-FY21	171,293						171,293
	60,600 XR						60,600 XR
	110,693 XT						110,693 XT
81C Improvements to Treatment Facilities-FY20	678						678
	678 XR						678 XR
<b>TREATMENT FACILITIES - CAPITAL</b>	590,262	326,000	168,000	455,000	195,000	130,000	1,864,262
	50 FB	300 FB					
	50 SB	300 SB					
	251,021 XN	317,774 XN	159,959 XN	444,347 XN	184,221 XN	119,221 XN	1,476,543 XN
	65,657 XR	8,126 XR	7,941 XR	10,553 XR	10,679 XR	10,679 XR	113,635 XR
	273,484 XT						273,484 XT
<b>WATER</b>	1,179,887	654,241	696,241	869,241	622,241	553,241	4,575,092
	250 FB	1,500 FB					
	20 PB	120 PB					
	250 SB	1,500 SB					
	100 TB	600 TB					
	35 TT						35 TT
	508,174 XN	606,174 XN	646,359 XN	812,747 XN	565,621 XN	496,621 XN	3,635,696 XN
	156,303 XR	47,447 XR	49,262 XR	55,874 XR	56,000 XR	56,000 XR	420,886 XR
	514,755 XT						514,755 XT

	2023	2024	2025	2026	2027	2028	2023 - 2028
	\$x000						

**ZOO**

**PHILADELPHIA ZOO - CAPITAL**

82 Philadelphia Zoo Facility and Infrastructure Improvements	2,024	2,000	2,000	2,500	3,000	3,000	14,524
	24 CA						24 CA
	2,000 CN	2,000 CN	2,000 CN	2,500 CN	3,000 CN	3,000 CN	14,500 CN
82A Philadelphia Zoo Facility and Infrastructure Improvements-FY22	7,500						7,500
	2,500 CT						2,500 CT
	5,000 PT						5,000 PT
82B Philadelphia Zoo Facility and Infrastructure Improvements-FY21	263						263
	263 CT						263 CT
82C Philadelphia Zoo Facility and Infrastructure Improvements-FY20	2						2
	2 CT						2 CT
82D Philadelphia Zoo Facility and Infrastructure Improvements-FY19	13						13
	13 CT						13 CT
<b>PHILADELPHIA ZOO - CAPITAL</b>	9,802	2,000	2,000	2,500	3,000	3,000	22,302
	24 CA						24 CA
	2,000 CN	2,000 CN	2,000 CN	2,500 CN	3,000 CN	3,000 CN	14,500 CN
	2,778 CT						2,778 CT
	5,000 PT						5,000 PT
<b>ZOO</b>	9,802	2,000	2,000	2,500	3,000	3,000	22,302
	24 CA						24 CA
	2,000 CN	2,000 CN	2,000 CN	2,500 CN	3,000 CN	3,000 CN	14,500 CN
	2,778 CT						2,778 CT
	5,000 PT						5,000 PT