

City of Philadelphia



Five Year Financial and Strategic Plan for Fiscal Years 2020-2024

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

Presented to City Council March 7, 2019

James F. Kenney, Mayor

This report is available online at www.phila.gov



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For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morill

Executive Director

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LETTER FROM THE MAYOR

Fellow Philadelphians,

I am pleased to present my fourth proposed Five Year Financial and Strategic Plan, covering Fiscal Years 2020-2024.

I'm proud of how much we've accomplished over the past three years. We committed to creating a stronger city that works for all Philadelphians, with a focus on increasing equity in our neighborhoods and tackling some of our biggest challenges.

We have made historic investments in education — the single most important action we can take to lift Philadelphians out of poverty and ensure our children can reach their full potential. We created PHLpreK, a locally funded quality pre-K program that will grow to serve 5,500 students each year by FY23. By FY21, we will have 20 Community Schools to coordinate services for students and families. We increased the City's funding to the School District of Philadelphia by nearly \$800 million over six years, and we appointed a new Board of Education that allows us to expand our partnership with the District and ensure accountability to the people of Philadelphia.



To create a safer city, we launched the first comprehensive violence prevention strategy in more than a decade, and this five-year plan dedicates more than \$30 million to implement this plan. We invested in our Police and Fire Departments, as well as the Department of Licenses and Inspections, necessary initiatives that enhance public safety. We've also safely reduced our prison population, which will save us \$50 million over the life of the plan. And we'll reinvest those savings in continued criminal justice reforms that are building a fair and just city.

Despite this progress, we still have much more to accomplish over the next five years. We must continue to work together to create great schools in every neighborhood and grow our economy in ways that benefit everyone. By expanding quality Out-of-School Time programs, investing in career exposure opportunities for youth, and increasing funding for dual enrollment programs at Community College of Philadelphia, we'll help all students graduate ready for college and career.

We'll continue working tirelessly to create jobs by attracting, retaining, and growing businesses. We'll invest in workforce development and job training programs that help people who have been shut out of the economy be a part of our city's growth. To ensure a living wage for our city employees and contractors, we will raise the minimum wage to \$15 per hour by the end of this plan.

This plan includes over \$80 million over six years to provide greater protections for our most vulnerable residents by preserving existing affordable housing, developing new affordable units, and providing assistance so more people can stay in their homes. We will help families buy their first home, help homeowners avoid foreclosure, and prevent renters from being evicted.

This plan funds the Philadelphia Resilience Project's extensive work to address the opioid crisis, which has stolen countless lives and negatively impacted the quality of life for thousands of residents. We'll expand

services for individuals suffering from substance use disorder and those experiencing homelessness, while also revitalizing the neighborhoods that have been the most harmed by this epidemic.

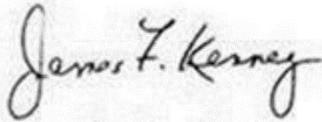
Over the next five years, we will continue working to make our government more efficient and effective. We'll continue our multi-pronged approach to the City's decades-old pension crisis, by continuing to invest funds smarter, providing more funding than is required under state law and partnering with our labor unions to enact responsible reforms. We've already achieved significant reforms in our latest labor agreements and awards, including the new hybrid pension plan and increased contributions. And we'll focus on smart tax reforms coupled with improved tax collection and expanded payment relief programs for those facing hardships.

We'll increase funding for the Free Library of Philadelphia by \$2.5 million per year to ensure all neighborhood branch libraries can offer six-day service during the school year and to improve the condition of our libraries. To save for unexpected circumstances, we will contribute \$92 million to a Rainy Day Fund by the end of the Five-Year Plan while maintaining responsible fund balances.

The spending priorities I have outlined will allow the City to remain fiscally responsible, build on the momentum we've achieved, and address the challenges ahead. The work of this plan may take place over five years, but the impact will benefit Philadelphians today and long into the future.

I look forward to working with City Council, City officials, partners, and residents to shape a Philadelphia that works for everyone.

Sincerely,

A handwritten signature in black ink that reads "James F. Kenney". The signature is written in a cursive style with a large, stylized initial "J".

Mayor Jim Kenney

INTRODUCTION AND FISCAL HEALTH OF THE CITY

INTRODUCTION

Over the last three years, the Kenney Administration has made an unprecedented investment in the educational outcomes of Philadelphia’s children. Through the creation of new initiatives such as PHLpreK and Community Schools, thousands of families have benefited from their children attending free, high quality pre-Kindergarten and more students and families are supported in their neighborhood public schools, through the addition of programming and wrap-around supports.

The FY20 contribution to the School District of Philadelphia builds upon the increased contributions to the District that began in FY19. As part of this new funding package, the Administration increased its contribution to the District by \$76.1 million in FY19 and by \$108.7 million in FY20, when compared to FY18 levels. Over the life of the Proposed FY20-24 Five Year Plan, the City’s General Fund contribution will be more than \$1.2 billion to the District. Including the increased contribution from FY19, the City is projected to provide the District with almost \$800 million more than it would have without the additional investment.

The Administration has also invested in Philadelphia’s neighborhoods, through the implementation of transformational programs like Rebuild, and worked to improve the delivery of citywide services, investing in more timely trash collection and better condition of the city’s roads. Funding has been increased for health and human services, to protect Philadelphia’s most vulnerable populations and to mitigate the effects of poverty, and for public safety, to make Philadelphia’s neighborhoods, buildings, and transportation network safer. Improvements have also been made to the way that Philadelphians interact with the City, whether filing taxes or applying for a building permit, through customer service improvements, technological investments, and process efficiencies.

The FY20-24 Five Year Plan continues to build on the investments of the past several years and includes new investments to increase safety and justice, add family-sustaining jobs and ensure that all Philadelphians have access to economic opportunities, and improve the provision of quality government services. These investments are outlined in more detail below.

SAFETY AND JUSTICE

Ensuring the safety of all those who live, work, and spend time in Philadelphia has been a key priority of the Kenney Administration. Since the beginning of the Administration, the City has made significant investments in public safety. These investments have included almost \$100 million to increase the number of sworn police officers to 6,525 and more than a 25% increase in the Fire Department’s personnel budget, allowing the department to hire more firefighters and paramedics, restore battalions, and add an alternate response unit. Nevertheless, certain public safety challenges persist. While overall violent crime rates have decreased, Philadelphia has seen the continuation of an alarming trend in gun violence – in 2018, homicides and shooting deaths climbed to numbers that were the highest in a decade. Additionally, Philadelphians continue to experience the devastating impacts of the opioid epidemic, with drug-related deaths and emergency room visits for overdoses at the highest levels in a decade over the last two years. Civilian fire-related deaths have declined over the last year, but the number of fire and emergency medical incidents continues to grow. These challenges underscore the need for continued investments in public safety to keep Philadelphians safe.

In the fall of 2018, Mayor Kenney issued an urgent “call to action” to address violence in the city. In January of 2019, the Kenney Administration released The Philadelphia Roadmap to Safer Communities, a comprehensive strategy that focuses on prevention, intervention, enforcement and reentry to reduce violent and gun-related crime. The FY20-24 Plan includes \$31.5 million in additional funding to support the implementation of this strategy. Recognizing the importance of programs that connect and engage youth, young adults and families impacted by violence in their communities, the Plan supports the growth of three initiatives managed by the Office of Violence Prevention – expanding the Community Crisis Intervention

Program (CCIP), expanding the Youth Violence Reduction Partnership (YVRP), and increasing support for grants for community groups on the front line of neighborhood violence. To enable the Police Department to better use data and analytics to target city neighborhoods experiencing the highest rates of gun violence, the Plan includes \$7.2 million over five years for Operation Pinpoint, a multifaceted crime-fighting and information-sharing strategy. To reduce blight and improve environmental factors in high risk neighborhoods, the Plan provides \$6.3 million to the Department of Licenses and Inspections for cleaning and greening lots using proven models to reduce crime, demolishing unsafe structures, and stabilizing vacant buildings. Finally, the Plan adds \$11.8 million to pilot two full and two satellite Neighborhood Resource Centers (NRCs) over the next five years. These neighborhood-based hubs will provide people who are under county supervision with access to a broad range of services to support reintegration, restoration, and wellness and will support the goals and continued success of the Administration's MacArthur Safety and Justice initiative.

The FY20 budget also adds 50 police officers, to bring the total general-fund supported strength to 6,575. This annual investment of over \$3 million will help the Police Department with its mission of fighting crime and the fear of crime, and further its ability to ensure the success of the Mayor's violence reduction and prevention strategy. To increase transparency and build public trust, the Plan also includes funding for the Police Department to purchase nearly 1,500 additional Body-Worn Cameras. These additional cameras will allow the department to accelerate their ability to outfit all police officers.

The FY20-24 Five Year Plan proposes continued investments to combat the opioid epidemic by providing additional funding to the Philadelphia Resilience Project, the citywide emergency response focused on Kensington and surrounding neighborhoods at the epicenter of the crisis. The Plan adds \$26.3 million over five years to the Office of Homeless Services' budget to provide the emergency, temporary and long-term housing needed to reduce the number of people who are unsheltered. Since the beginning of the Kenney Administration, more than 200 new beds have been added through the City's shelter system. Even more importantly, over 600 chronically homeless people who would otherwise be on the street are now in permanent housing and not shelters. Additional funding of \$600,000 over the next five years is provided to the Department of Public Health for a toxicologist at the Medical Examiner's Office, and \$6.5 million over five years is provided to the Department of Behavioral Health and Intellectual disAbility for outreach, recovery housing, and supports for expanded syringe exchanges.

In 2018, the Federal Emergency Management Agency (FEMA) awarded the Fire Department a \$16.6 million SAFER (Staffing for Adequate Fire and Emergency Response) grant, which will allow the Department to hire an additional 120 firefighters. With additional proposed General Fund support of \$28.4 million over five years, this investment will enable the City to eventually reopen five engines and two ladder companies that had been taken out of service during the Great Recession. These additions will improve fire and emergency medical service (EMS) response citywide, as well as in the neighborhoods where the engine and ladder companies are located. The Plan also proposes to add five additional medic units to help manage the significant demand placed upon the City's EMS system. These investments, combined with the continuation of investments in personnel, vehicles, and training from the FY19-23 Plan, represent an unprecedented investment in the Fire Department and the health and safety of Philadelphians.

The Six-Year Capital Program and Five Year Plan also include significant investments in public safety infrastructure. The Capital Budget proposes funding of \$90 million in new general-obligation debt, alongside operating revenue capital funds, to support the construction and outfitting of new and renovated Police facilities, as well as the new Philadelphia Public Safety Building at 400 N. Broad Street.

With a goal of promoting traffic safety and eliminating all traffic-related deaths and severe injuries by 2030, the City will continue implementing citywide safety improvements as outlined in the City's Vision Zero Three-Year Action Plan. With \$14 million included in the Capital Program, the Mayor's Office of Transportation and Infrastructure Sustainability (OTIS) and the Streets Department will focus on redesigning streets to slow the pace of traffic, among other safety measures, in consultation with residents.

The Kenney Administration and its criminal justice partners have also made significant progress implementing reforms and decreasing the jail population by approximately 42% from 2015 levels. Grant funding provided through the MacArthur Safety and Justice Challenge has supported this work. In October 2018, Philadelphia was awarded a second two-year grant of \$4 million from the MacArthur Foundation. The FY20-24 Plan provides local match funding for this second phase of the grant, enabling the Administration and its criminal justice partners to continue safely reducing the jail population and reducing racial disparities in the criminal justice system. Due to the collaborative efforts of all the City's criminal justice partners, the inmate census is projected to average 4,500 in this Five Year Plan, resulting in an annual budgetary savings of \$10 million. The Plan includes funding to continue the expansion of a successful program originally piloted through the MacArthur Grant, the Police-Assisted Diversion Program (PAD), a pre-booking diversion program that connects individuals who come into contact with law enforcement for low-level offenses to harm reduction services in lieu of arrest. Increased funding is also proposed for Mural Arts' Guild Re-entry Program so that more returning citizens can participate in a paid, four-month pre-apprenticeship program and receive job placement support after the program ends.

To keep children safe and to divert them from the child welfare system, the Plan proposes \$8.6 million of increased funding for the Department of Human Services (DHS), to be matched with almost \$24.7 million of federal and state grants. This funding will allow DHS to fully comply with new requirements associated with the implementation of the federal Family First Prevention Services Act (FFPSA) and to maximize federal revenues. It will also allow DHS to continue to reduce its reliance on congregate care settings and expand its array of prevention services so that as many children and youth can be diverted from the child welfare system as safely possible.

INCLUSIVE GROWTH

For the past two years, the number of jobs in Philadelphia has grown faster than the national job growth rate. However, for too many Philadelphians, this improved economy has not resulted in access to family-sustaining jobs. While the average household income has increased by 22.2% over the last decade, 25.7% of Philadelphians remain at or below the poverty line, with 14.0% living in deep poverty. The Kenney Administration's vision for Philadelphia is that the city will have a strong and growing economy that benefits everyone.

In order to achieve the Mayor's goal of equitable growth, this Plan includes short- and long-term investments in Philadelphia's workforce and talent pipeline. Recognizing that no investment is more important than providing stable funding for the education of Philadelphia's children, the FY20-24 Plan continues the larger contributions to the School District of Philadelphia that began in FY19, providing the District with increased financial stability and the ability to continue building on hard-won progress achieved in recent years. Already, the results of this investment are beginning to show: Moody's Investor Services assigned an Investment Grade bond rating to the District for the first time since 1977 and the number of high-performing District schools continues to grow. The City's FY19 contribution to the School District included a \$76 million increase and the proposed FY20 Budget builds on this investment and includes a \$33 million increase over FY19 levels. In just two years, the City's general fund contribution to the District will have more than doubled. Additionally, the Mayor's continued commitment to high quality pre-K, and growing community schools, thanks to revenue provided by the Philadelphia Beverage Tax, provides Philadelphia's children with early learning fundamentals and community-based, wrap-around supports, key components in achieving quality educational outcomes.

To improve early literacy and provide more quality programming for children outside of school hours, the Plan includes an additional investment of \$200,000 in Out-of-School Time programming, along with the infrastructure needed to manage and continually evaluate this work. With an additional \$1 million annually, the Administration will also support summer jobs for youth in the City, providing meaningful opportunities to serve more Philadelphia youth through WorkReady.

To support teenagers and young adults in their education and career-preparedness, the Plan supports an Office of Career Connected Education, a joint venture between the City and School District. The office will connect school-aged youth, in seventh grade and older, to work-based learning experiences of increasing depth and complexity to master skills employers are seeking. The City will also continue to provide supports to prepare adults for the workforce, address underlying barriers that prevent Philadelphians from accessing meaningful career opportunities, and build a workforce system that is coordinated, innovative and effective as part of the City's workforce development strategy – Fueling Philadelphia's Talent Engine.

The Plan also provides \$1.3 million in increased support annually to the Community College (CCP) for a total annual contribution of \$33.8 million. This funding increase will enable CCP to continue funding programs like Power Up Your Business, a neighborhood-based approach to support small business-owners in Philadelphia, as well as to expand the dual-enrollment program with the School District of Philadelphia, through which high school students can earn college credits.

To make Philadelphia's economy more competitive, the FY20-24 Five Year Plan continues incremental reductions in the Wage Tax rate. Additionally, to reduce the tax burden on businesses and encourage job creation, the Plan continues incremental cuts to the net income portion of the Business Income and Receipts Tax (BIRT). These cuts are on top of reforms that have already been implemented, such as exempting the first \$100,000 of BIRT receipts and implementing single-sales factor apportionment. A new change going into effect will enable new businesses to pay their first estimated tax payment quarterly rather than annually. Together, the Wage Tax and BIRT rate reductions represent a projected \$136 million of foregone revenue from FY20 through FY24, an investment in the City's economic growth. The Administration is also in the process of evaluating its portfolio of tax incentives to determine how to best structure these incentives to stimulate job growth and to meet other policy goals.

In addition, the Kenney Administration understands that a living wage is a direct way to increase income and reduce poverty and that the City must model the change it wants to see from employers. To that end, the FY20-24 Plan includes funding for City departments to comply with Philadelphia's 21st-Century Minimum Wage legislation. The wage will increase incrementally from the current rate of \$12.40 an hour to \$15.00 an hour by July 1, 2022. These wage increases represent an investment of \$14.2 million.

Finally, for Philadelphia to continue to grow, it must have housing that meets the needs of all its residents. In October 2018, the City issued a Housing Action Plan that incorporates feedback from a variety of public, private, and non-profit stakeholders, and outlines innovative and effective strategies to address the City's housing needs, from strategies to reduce homelessness and eviction to strategies to increase the production and preservation of affordable, workforce and market-rate housing. To support the implementation of these strategies, the Plan includes a projected \$80.4 million in new funding for affordable housing from FY19-24, using revenue from expiring 10-year tax abatements.

Together, these investments in making Philadelphia more economically competitive, growing the talent and workforce pipeline, and providing neighborhood-based supports for adults and children are designed to ensure that as Philadelphia grows, it grows equitably, enabling all Philadelphians to access family-sustaining jobs and a high quality of life.

QUALITY GOVERNMENT SERVICES

Some of the City's most-used services by residents of all ages are the City's libraries, parks, recreation centers and playgrounds. This Five Year Plan and Capital Program continues the support of the City's Rebuild program, a transformational initiative that will renovate and substantially improve community facilities all across the city, particularly in high-need communities that face high rates of poverty, drug crimes, and health risks. Rebuild will also prioritize sites where the investment could promote community development and stabilization, as well as sites that are in extremely poor condition. Rebuild is supported through a series of borrowings made possible by the additional revenue from the Beverage Tax and through

the City's general obligation debt. Philanthropic organizations have also pledged \$100 million so far in this multi-year effort.

Furthermore, to make the City's 49 neighborhood libraries more available and accessible, particularly during the school year, the Plan includes funding for the additional staff needed to provide six-day, school-year service. The Plan also provides the Free Library with an annual increase of \$500,000 for building maintenance to reduce the number of emergency building closures.

City streets and roadways must be resurfaced and maintained at optimal intervals to maintain a state of good repair for Philadelphia's street network, allowing those who live in or visit Philadelphia to travel safely and expediently. Operating and capital investments will enable the City to reach the goal of resurfacing and paving 131 miles annually by FY23. With a capital program cost of more than \$200 million, this represents the single largest investment in the Capital Program.

In addition to improving the condition of city streets, the Kenney Administration is proposing a \$2.3 million annual investment in street cleaning to reduce litter on the City's streets and sidewalks. In the spring of 2019, this program will be piloted in several neighborhoods that were identified through the Litter Index as being among the dirtiest in the city. The Administration also proposes additional funding of \$250,000 annually for the Commerce Department to increase cleaning on commercial corridors, along with a \$500,000 annual investment in grants for Community Development Corporations to revitalize neighborhood commercial areas, enhance community-based development projects and expand the city's employment base. These investments will help neighborhood commercial corridors thrive.

The timely delivery of City services such as trash collection and fire response is heavily dependent on having the necessary vehicles available. The Capital Program and the Five Year Plan includes funding for the purchase of additional ambulances, ladders, pumpers, trash compactors, and street sweeping vehicles. These purchases will help to reduce the average age of the City's fleet and improve vehicle availability.

To make it easier to do business with the City, the Plan proposes funding for the City of Philadelphia's Vendor Pay Project, which focuses on faster payments to vendors. The Plan also proposes funding for Discover Benefits, a digital tool designed to help residents determine their eligibility for assistance programs through a single eligibility application.

Additional funding is also proposed for the Office of Property Assessment (OPA) to implement recommendations made from a recent audit conducted by a nationally-recognized consultant, and to support staffing. These investments, totaling about \$1.9 million annually, will enable OPA to add additional modelling capability, a sales validation unit, and data collection services.

Operating and capital funds are provided to support the City's upgrade of several major Information Technology systems. Over the next three to five years, taxpayers will benefit from a new Integrated Tax System to handle nearly \$5 billion in payments each year. The new system will offer an improved experience for taxpayers, as well as dramatically increase efficiency and functionality. The Administration will also move to the second phase of the modernization of the City's Enterprise Resource Platform. The City will replace the City's legacy financial and procurement systems in a phased approach.

Finally, to comply with a state mandate for all counties in the Commonwealth to replace their electronic voting systems with machines that leave a verifiable paper trail by the end of 2019, the Capital Budget and Five Year Plan includes the estimated costs of the machines and new electronic poll books, along with resources to ensure the new systems are successfully implemented, supported, maintained, and secured.

FISCAL HEALTH

The City of Philadelphia has put in place several strategies to address anticipated financial challenges over the FY20-24 Five Year Plan. These challenges, and the City's strategy for addressing them, are further described below.

Since the Great Recession, Philadelphia has experienced more than a decade of population growth, a return to pre-recession unemployment rates, and a surge in residential and commercial construction. This economic expansion has been reflected in the City's revenues, which are largely sourced from local taxes. In FY18, the City ended the fiscal year with a General Fund fund balance of \$368.8 million, the highest fund balance that the City has ever had. This fund balance allowed the City to slightly exceed the high end of its fund balance goal of 6-8% of expenditures, and to make an additional \$74.3 million contribution to the City's pension fund, as well as to implement \$30 million of "pay-as-you-go" financing for critical capital projects in FY19, avoiding debt service payments. Additionally, Moody's Investor Service revised its outlook on the City's general obligation, tax-supported and pension obligation debt to stable from negative. However, the City's fund balance still remains below recommended levels. For example, the Government Finance Officers Association (GFOA) recommends fund balances of approximately 17% of revenues or expenditures and the fund balances projected in the FY20-24 Five Year Plan dip below the City's 6-8% goal.

The economic forecast over the next five years underscores the City's need to budget carefully. The City contracts with outside economic consultants to forecast revenues for the Five Year Plan. These consultants project a moderately optimistic economic outlook for the FY20-24 Five Year Plan, with the recent growth that has been seen across many of Philadelphia's economic indicators slowing over the next five years. Global economic and political uncertainty, paired with a growing federal deficit and potential increased interest rates, are risk factors for the national and local economy. Philadelphia's economic consultants estimate the risk of an economic contraction or recession in 2020 at 25%.

On the spending side, high fixed costs and non-discretionary costs limit the City's financial flexibility. Non-discretionary costs, defined as costs that are beyond the Mayor's control (such as those which the City is legally bound to pay as well as those allocated to independent/elected officials) make up more than half of the City's budget. The City's largest single fixed cost is its payment to the pension fund. Pension costs are budgeted to consume almost 15% of the City's FY20 General Fund budget. Even with this significant contribution, the pension fund remains less than 50% funded.

With low fund balances, high fixed costs, and a projected slow-down in economic growth over the next five years, the City must take certain budgetary precautions to prepare for unexpected decreases in revenue or increases in costs. The FY20-24 Five Year Plan includes two reserves for this purpose: a Labor Reserve and a Federal Funding Reserve. All of the City's unions are covered by bargaining agreements through June 30, 2020. To budget for potential future labor costs once these agreements expire, the Plan includes a labor reserve of \$140 million over five years. Additionally, to mitigate against the risks of future state and federal funding cuts, the Plan includes an annual federal funding reserve of about \$55 million. While this reserve would help offset potential cuts, it represents only a small fraction of what the City projects to receive in grants from the state and federal government each year. The Plan also includes contributions of \$20 million in FY19, \$34 million in FY20 and almost \$38 million in FY24 to the City's Budget Stabilization Reserve Fund (BSRF). This fund allows the City to set aside money in a restricted fund to be used in case of an emergency or "rainy day," such as during an economic downturn. The contributions are projected for the three years when the Plan's fund balances are projected to be the highest.

In addition to setting aside reserves, the Kenney Administration will take other steps to improve the fiscal health of the City over the life of the Plan. To improve the health of the pension fund, the Administration is implementing a multi-step process to reduce the pension system's unfunded liability and get to 80%

funded by FY29 and 100% 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 current agreements reached with the City's unions have 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.

The Plan also assumes the remaining transition of personnel that are currently funded by general obligation debt within the capital budget to the operating budget. The transition will be complete in FY21, after which all employees that are currently funded within the Capital budget on general obligation debt will be paid within the City's general fund. This financial policy change means that the City will no longer pay debt service on staff working on projects and will instead pay the debt service only on the projects themselves. This will result in avoided interest costs to the City, and more flexibility for departments as employees can be deployed to work on projects that may be paid from multiple funding sources.

The City has also taken steps to maximize revenue collections by increasing compliance and reducing delinquency. These efforts have allowed the City to reach a real estate tax collection rate of 96.1%, and additional improvement efforts will continue over the life of the Plan. For example, the Department of Revenue will implement a new Integrated Tax System, a multi-year project that will replace the more-than-35-year-old system with a modern online portal.

The City is also overseeing the modernization of its human resources, payroll, pensions and fringe benefits systems and will begin the process of planning to replace its financial and procurement systems at the end of FY19. Together, these upgrades to the City's technology systems will help government run more efficiently and effectively.

Following a multi-year period during which seven of the City's largest bank accounts were not fully reconciled, improvements have been made to the City's reconciliation process and all of the City's 77 accounts have up-to-date reconciliations as of March 4th, 2019. While the consolidated cash account is up-to-date on its reconciliations, there is still a discrepancy of more than \$500,000 that may be attributable to timing differences. Additional recommendations to strengthen internal controls and increase operating efficiencies are being implemented to ensure that the City does not face another prolonged period during which reconciliations are not completed.

Lastly, the City is three-quarters of the way through implementing program-based budgeting, a best-practice municipal budgeting tool designed to make the budgeting process more efficient and effective. This tool enables the City to organize all budgetary information around programs and services, providing a clearer picture of the services that the City delivers to Philadelphians, identifying how much money is spent on each program, analyzing any revenue generated by each program, and assessing how well each program is performing. Forty-three departments are currently participating, providing greater detail and transparency to elected officials and the public. In FY20, 10 additional departments will be added, completing the citywide implementation.

REVENUE OUTLOOK

PHILADELPHIA DEMOGRAPHICS

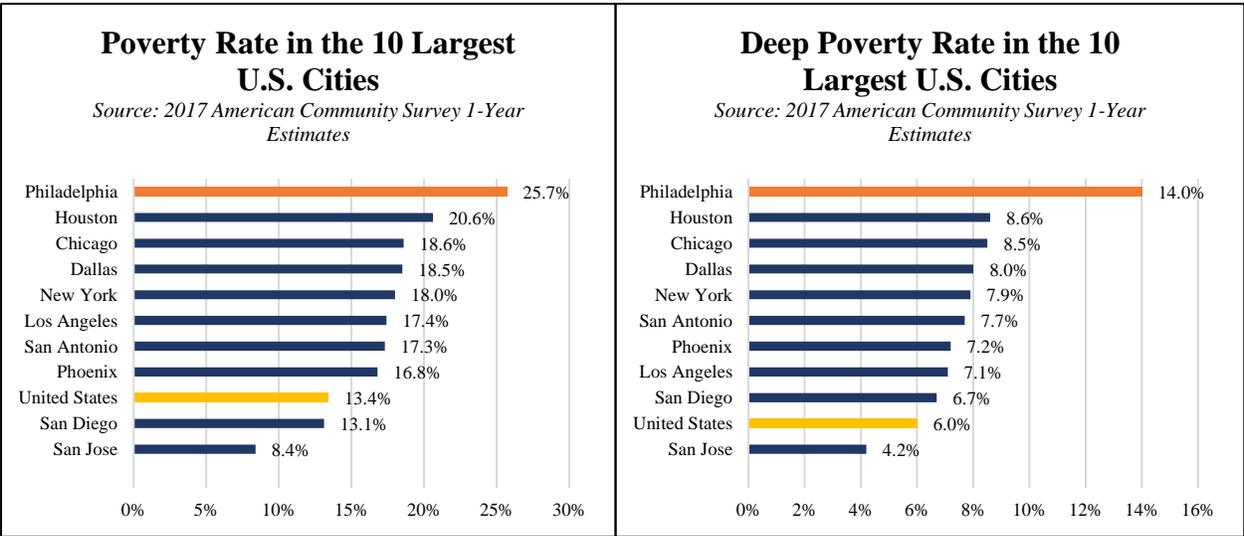
Philadelphia’s City government provides services and amenities to the city’s diverse residents and visitors. The demographic composition of Philadelphia dramatically influences both the types of services that the City provides as well as the City’s ability to pay for these services. This section of the Plan compares Philadelphia’s population to that of peer cities and describes how each demographic trait affects the City’s budgetary decision-making and its constituents’ needs.

While Philadelphia has sustained growth in population, housing, and educational attainment over the last decade, significant demographic challenges persist. Most critically, Philadelphia has the highest rates of poverty and deep poverty, and the lowest median household income, of the ten largest U.S. cities. The poverty rates have increased over the past decade: a trend that, coupled with an increase of Philadelphians earning more than \$200,000 over the same period, highlights the growing disparity among Philadelphia residents and underscores the need for inclusive growth and economic opportunities for all. Furthermore, low median income and high poverty rates weaken the City’s tax base and simultaneously necessitate the use of more government services. With these limited resources, the need for quality government services to help uplift Philadelphia’s communities remains strong.

The economic outlook over the next five years shows continued economic growth, but at a slower pace than in previous years. Nevertheless, the risk of an economic downturn remains. As Philadelphia’s economy continues to grow, there is a strong need for equitable growth to ensure that all Philadelphians benefit from economic opportunity, that poverty is reduced, and that disparities do not continue to widen. Alongside the need for equitable growth is the continued need for quality government services that ensure that residents are safe, have world class amenities, and are able to thrive. These priorities underscore the importance of the Kenney Administration’s key investments in this Five Year Plan.

POVERTY

The 2017 poverty rate is defined by the U.S. Census Bureau as making less than \$25,094 per year for a family of four, and the deep poverty rate is defined as making 50% or less of the poverty rate (\$12,547 or less for a family of four).¹ Based on the most recent Census estimates, Philadelphia has a 25.7% poverty rate, a 14.0% deep poverty rate, and a 31.9% child poverty rate.² These high rates of poverty indicate that



¹ <https://www.census.gov/data/tables/time-series/demo/income-poverty/historical-poverty-thresholds.html>
² U.S. Census Bureau, American Community Survey 1-Year Estimate, 2017.

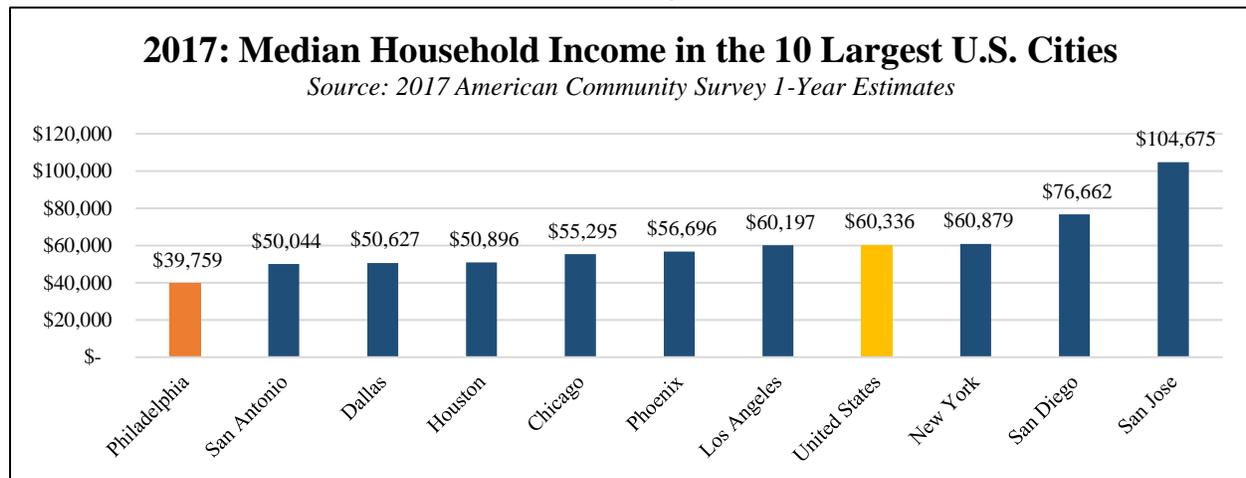
large segments of the city’s population struggle with lack of employment, adequate food, and housing security.

The impact of these high rates of poverty is seen through a variety of indicators, including those of the health of Philadelphia residents. In the Philadelphia’s Department of Public Health’s 2018 Health of the City Report, it is noted that life expectancy has continued to worsen since 2014. The report shows that this specific health outcome varies considerably by neighborhood, with the lowest life expectancy noted in “communities with high rates of adverse behavioral and economic determinants, including poverty, substance use/abuse, and community violence.”³

These persistent poverty rates also mean that there is a high demand for City services and a weaker tax base to fund them. Because Philadelphia is a county as well as a city, it must also fund a broader range of services than other cities, such as child welfare and public health services. Poverty in Philadelphia contributes to the City’s low fund balances, which in turn impact the City’s ability to fund new initiatives.

INCOME

In 2017, the median household income⁴ in Philadelphia was \$39,759, and the median family income was \$54,431 (compared to \$60,336 and \$73,891, respectively, for the United States overall).⁵ Philadelphia continues to be the city with the lowest median household income of the top 10 largest U.S. cities, as shown in the chart below.⁶ In addition to its low median household income, the number of households making up the highest and lowest ends of household income distribution has increased over the last decade (5.0 percentage points for those making less than \$10,000 and 2.6 percentage points for those making more than \$200,000).⁷ In addition to this growing disparity overall, income disparity between white and minority households remains stark, with Black households making 69% of white household income.⁸



For median income to rise, Philadelphians must have access to educational and training opportunities and well-paying, family-sustaining jobs. The Kenney Administration is continuing to develop Philadelphia’s workforce through programs in the Fueling Philadelphia’s Talent Engine and WorkReady Philadelphia initiatives and by increasing the minimum wage for City employees and contractors. Mayor Kenney also supports the Governor’s Budget proposal to raise the statewide minimum wage.

³ https://www.phila.gov/media/20190110163926/Health_of_City_2018_revise2.pdf.

⁴ “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.

⁵ U.S. Census Bureau, American Community Survey 1-Year Estimate, 2017.

⁶ Ibid.

⁷ U.S. Census Bureau, American Community Survey 1-Year Estimate, 2017 and U.S. Census Bureau, American Community Survey, 2007.

⁸ U.S. Census Bureau, American Community Survey 1-Year Estimate, 2017.

HOUSING

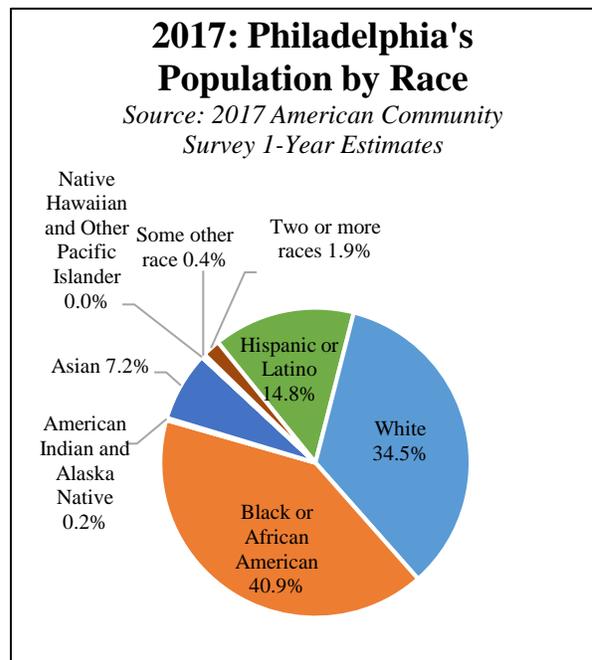
Residential construction in Philadelphia has been at historically high levels over the last several years. This is evident in the increase in the volume of permits handled by the City's Department of Licenses and Inspections (L+I). For example, in the first half of FY19, L+I issued 29,802 building, electrical, plumbing, and zoning permits, a 5.7% increase from the number of permits issued during the first half of FY18. Philadelphia's housing market has also grown: median home values have increased by 21.8% from 2007 to 2017, and median rent has risen 25.8% from \$770 in 2007 to \$969 in 2017.⁹ This growth in median rent is consistent with the other nine largest cities, while the increase in home values in Philadelphia exceeds the median growth rate of home values of the top ten largest cities, which was 18% from 2007 to 2017.¹⁰ Despite this growth, Philadelphia has the second-lowest median rent and median home value out of the top ten largest cities.¹¹

Philadelphia's rising rents and home values have contributed to a steady shift in the ratio of owner-occupied to renter-occupied housing since 2007 (an 8.1% decrease and a 29.2% increase, respectively).¹² With these shifts, there is an increasing need for affordable housing in the city. The Administration created the Eviction Task Force, whose report¹³ proposed recommendations to stem Philadelphia's eviction crisis, and worked with City Council and community stakeholders to release the City's first Housing Action Plan.¹⁴ The FY20-FY24 Five Year Plan includes additional funding for the Eviction Task Force and, by dedicating revenue from expiring 10-year tax abatements, estimates that \$80.43 million will be contributed to the City's Housing Trust Fund over the five years of the Plan.

DIVERSITY

Philadelphia continues to become more racially and ethnically diverse. Since 2007, the number of Philadelphians who identify as Hispanic has increased by 51.6%, and the number of Philadelphians who identify as Asian has increased by 44.5%.¹⁵ The pie chart to the right shows a breakdown of Philadelphia's population by race.

One reason for Philadelphia's diversity is that the city is welcoming to its immigrant population, which has seen significant growth over the last decade. The city's immigrants represent a broad spectrum of cultures and contribute to the labor force at all levels, which strengthens the city's economy. The Census Bureau estimates that, in 2017, the number of residents who are foreign-born was 218,830, a 35.6% increase from the 2007 estimate.¹⁶ Of these immigrants, 33.4% are White, 33.2% are Asian, 22.0% are Black or African-American, and 20.1% are Hispanic or Latino/a (of any race).¹⁷



⁹ U.S. Census Bureau, American Community Survey 1-Year Estimate, 2017 and U.S. Census Bureau, American Community Survey, 2007.

¹⁰ Ibid.

¹¹ Ibid.

¹² Ibid.

¹³ The Eviction Task Force report can be found at: <https://www.phila.gov/hhs/PDF/Mayors%20Task%20Force%20on%20Eviction%20Prevention%20and%20Response-Report.pdf>

¹⁴ The Housing Action Plan can be found at: <https://www.phila.gov/media/20181009152254/Housing-Action-Plan-for-HAB-10-10-18.pdf>

¹⁵ U.S. Census Bureau, American Community Survey 1-Year Estimate, 2017 and U.S. Census Bureau, American Community Survey, 2007.

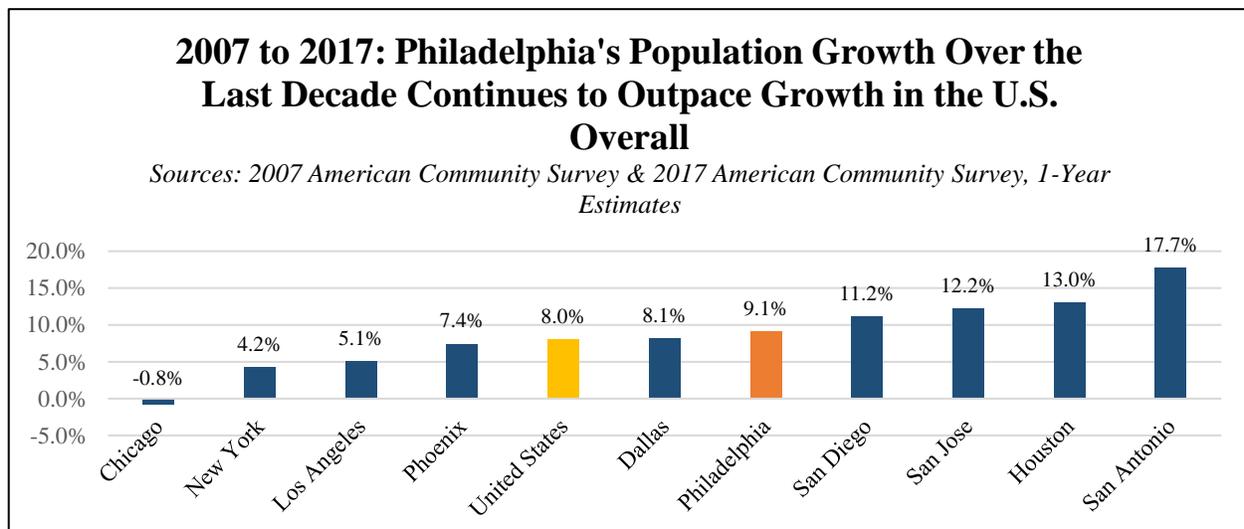
¹⁶ Ibid.

¹⁷ Ibid.

To better serve Philadelphia’s diverse communities, Mayor Kenney has committed to developing a diverse City workforce that looks like Philadelphia. With the appointment of the City’s first-ever Diversity and Inclusion Officer, the creation of the Office of Immigrant Affairs (OIA), and the proposal to establish OIA as a permanent office, the Mayor has been working to facilitate immigrant inclusion and further reflect Philadelphia’s demographics in the City’s own employees. In 2018, the Office of Diversity and Inclusion released its annual report, Philadelphia Workforce Diversity Profile Report, which evaluated the City’s progress on making a diverse and inclusive workforce, showing “slow, but positive growth” toward this goal by creating a job pipeline for diverse candidates, conducting in-depth workforce planning with City departments, and analyzing racial and gender disparities for employment outcomes.¹⁸

POPULATION

Over the last decade, Philadelphia has seen its population increase steadily. The city’s population, estimated to be 1,580,863 in 2017, marks an increase of 9.1% over the city’s population in 2007.¹⁹ Population growth in Philadelphia has outpaced growth in the United States overall as well as among other large cities, including Chicago, New York, Los Angeles, Phoenix, and Dallas, over the last decade.²⁰ Philadelphia’s population growth has been driven largely by an increase in the city’s millennial population. While each of the largest U.S. cities has seen an increase in the number of millennials over the last decade, Philadelphia stands out among the top ten largest U.S. cities as uniquely attractive to millennials (aged 25-34), with a 40.1% increase in its residents aged 25-34 since 2007.²¹ This increase is larger than the percent increases among this population in all of the largest U.S. cities, as well as in the United States overall.



Despite the growth observed among millennials, the retention of parent-aged adults and their children continues to pose a challenge for Philadelphia. A substantial decrease in the number of school-aged children (ages 5-19) and their parents (ages 35-54) has been observed over the last decade.²² The FY20-24 Five Year Plan reflects Mayor Kenney’s continued commitment to investing in the School District of Philadelphia and continuing to build upon the hard-won progress achieved by the District in recent years.

¹⁸ <https://www.phila.gov/media/20190111113851/2018DiversityReport119.pdf>

¹⁹ U.S. Census Bureau, American Community Survey 1-Year Estimate, 2017 and U.S. Census Bureau, American Community Survey, 2007.

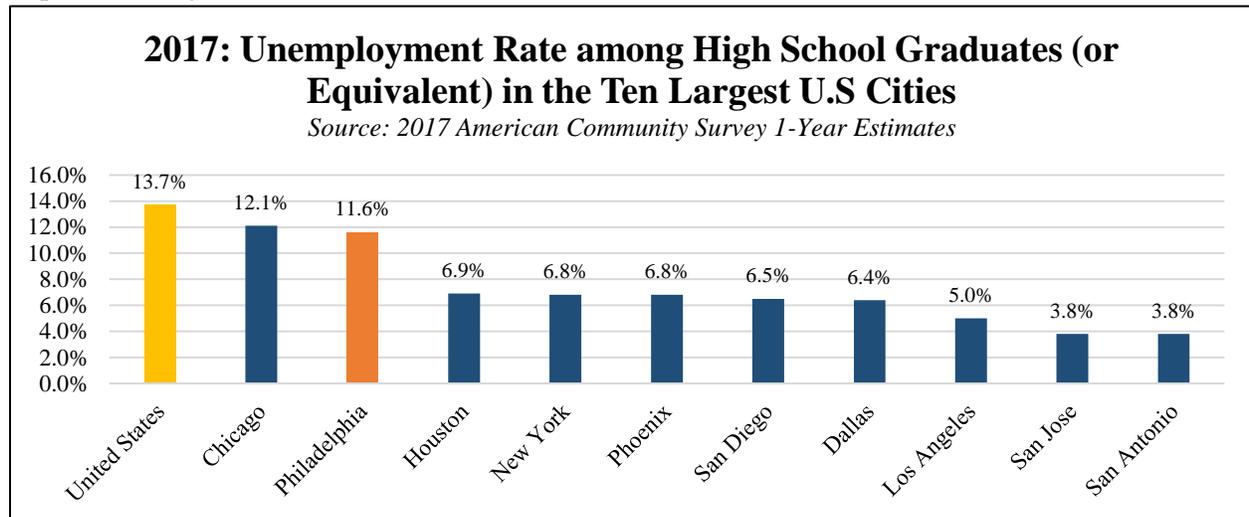
²⁰ Ibid.

²¹ U.S. Census Bureau, American Community Survey 1-Year Estimate, 2017.

²² U.S. Census Bureau, American Community Survey 1-Year Estimate, 2017 and U.S. Census Bureau, American Community Survey, 2007.

EDUCATION

Over the past decade, the number of Philadelphians aged 18 and older with an educational attainment of high school graduate or higher has risen by 6.0 percentage points, from 79.3% in 2007 to 85.3% in 2017.²³ This continued improvement is mirrored in the School District of Philadelphia’s strong gains since 2014, with the District reporting that 53% of its schools have improved achievement scores and 63% have improved college and career readiness scores.²⁴



Despite this improvement, Philadelphia’s unemployment rate for high school graduates or equivalent remains the second-highest out of the top ten largest cities.²⁵ Research shows that early work and work-related experiences have the potential to improve academic performance in high school and to boost long-term wages and employment, particularly among those who graduate high school but do not attend college.²⁶ Furthering this work, the City, in collaboration with the District, continues to provide career readiness with Fueling Philadelphia’s Talent Engine and employment opportunities for youth with WorkReady Philadelphia. The City also continues its support of the Community College of Philadelphia and its dual enrollment program, through which students earn college credits while they are still in high school. These efforts continue to improve and increase quality work experiences for high school students, prepare them for their future careers, and fuel long-term economic growth.

²³ Ibid.

²⁴ <https://www.philasd.org/about/2017-2018-spr-highlights/>

²⁵ U.S. Census Bureau, American Community Survey 1-Year Estimate, 2017.

²⁶ <https://nces.ed.gov/fastfacts/display.asp?id=561>.

LOCAL ECONOMIC CONDITIONS

With the majority of the City’s General Fund revenue originating from local taxpayers, the City’s fiscal health is highly dependent on local economic conditions. To project the impact of the national and local economy on the City’s taxes, the Office of Budget and Program Evaluation relies on an external economic forecasting consultant, IHS Markit (IHS), as well as information gathered from an annual conference of regional economists held by the Pennsylvania Intergovernmental Cooperation Authority (PICA) at the Federal Reserve Bank of Philadelphia.

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

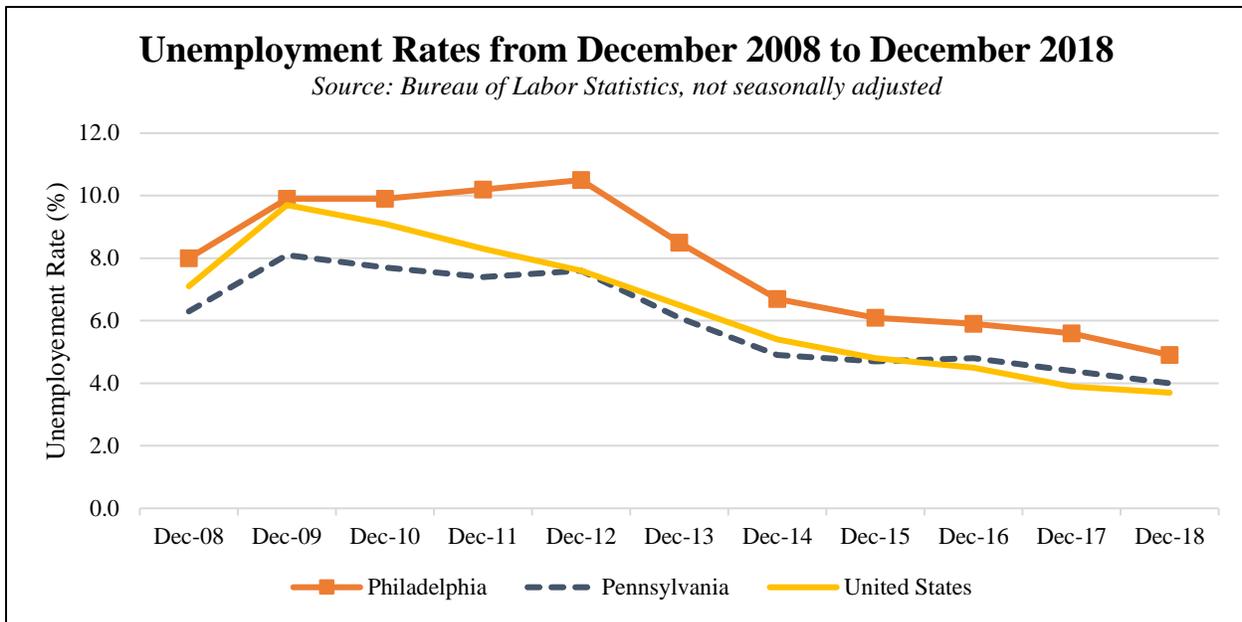
IMPACT OF THE NATIONAL ECONOMY ON THE CITY

More than nine years have passed since the end of the Great Recession and the U.S. continues to experience one of its longest periods of economic expansion (from 1945-2009, there have been, on average, approximately five years between recessions). IHS projects that the U.S. will continue to experience economic growth in 2019, but that growth is expected to slow in 2020 and 2021 as global economic volatility increases, inflationary pressures continue to rise, and growth in the employment rate slows. IHS estimates the risk of an economic contraction or recession in 2020 at 25%.

Because the U.S. labor force growth no longer exceeds working-age population growth by a wide margin, IHS projects that payroll growth will slow from 1.7% in 2018 to 1.2% in 2019 to 0.8% in 2020. Similarly, IHS projects that annual real Gross Domestic Product (GDP) growth will decelerate from 2.9% in 2018 to 2.5% in 2019 to 2.0% in 2020. Federal policies such as the Tax Cuts and Jobs Act (TCJA) of 2017 and increased federal spending will continue to contribute to GDP growth in the short term but will also continue to contribute to an increased federal budget deficit, which may limit the ability to stimulate recovery in the event of a recession. IHS projects that the Federal Reserve will raise interest rates twice in 2019 and once in 2020, to a range of 3.00-3.25%, which may dampen spending. Globally, rising uncertainty over a trade war with China and political uncertainty related to the withdrawal of the United Kingdom from the European Union (“Brexit”) are also risk factors which may weaken global trade and negatively impact the U.S. economy.

PHILADELPHIA’S LOCAL ECONOMY

The medium-term economic outlook for Philadelphia remains moderately optimistic. Philadelphia’s largest source of local tax revenue is the Wage Tax (comprising approximately 45% of local tax revenue) and for both the City of Philadelphia and Philadelphia’s Metropolitan Statistical Area (MSA), IHS expects payroll growth to slow over the next few years while average annual wages continue to grow over the same time period. In line with its prediction for the U.S., IHS predicts that Philadelphia’s Real Gross Metropolitan Product growth will also slow over the next few years, from 2.7% growth in 2019 to 1.1% growth in 2022. Philadelphia’s unemployment rate has dropped into the low-5% range and is expected to continue to decrease over the next few years, although it continues to lag behind Pennsylvania and the U.S., reflecting Philadelphia’s sustained high poverty rate.



While home prices continue to rise in Philadelphia, IHS projects that higher mortgage rates and changes to federal tax laws on mortgage interest deductions will dampen continued growth. The volume of home sales will also be limited by existing inventory. Although the City saw a spike in commercial real estate transactions in 2018, driving up real estate transfer tax revenue, it is unlikely that this trend will continue – large commercial tenants are trending toward greater efficiencies in space usage and the expansion of co-working spaces offers a variety of new options for smaller users.²⁷ The City has already seen a slowdown in commercial transactions in the first half of FY19.

Some uncertainty also remains regarding the impact of federal policies on Philadelphia’s economy. While the partial shutdown of the federal government from December 2018 to January 2019 is not expected to have a significant impact on the local economy, some sales and business tax revenue may have been lost due to federal workers staying home for 35 days. Additionally, the impact of the TCJA remains unclear. Beginning in 2019, the TCJA eliminates the health care mandate from the Affordable Care Act, which required Americans who did not have health insurance or an exemption from the requirement to obtain health insurance or pay a fine. The elimination of the mandate could negatively impact Philadelphia in several ways. First, it is likely to result in fewer insured Philadelphians. This may increase the demand for tax-funded City services, such as public health centers. Second, lower rates of insured people may also negatively impact revenues for health care companies, a key business sector in Philadelphia.

²⁷ Real Estate Forecast 2019, “Local Emerging Trends” by Lauren Gilchrist of Jones, Lang Lasalle.

THE CITY'S REVENUES

In FY20, total City revenue from all funds is projected to be approximately \$9.7 billion.

SPECIAL REVENUE FUNDS

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

HealthChoices Behavioral Health Fund: 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.

Grants Revenue Fund: 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.

County Liquid Fuels Tax Fund: 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.

Special Gasoline Tax Fund: Accounts for funds received by the Commonwealth of Pennsylvania from the Liquid Fuels and Fuels Tax and the Oil Company Franchise Tax, and distributed to the City based on the ratios of mileage and population of the municipality to the state totals. That is, 50% of the funds are distributed based on a municipality's proportion of local road mileage to the total local road mileage in the state, and 50% on the proportion of a municipality's population to the total population of the state. Revenues must be used to pay for construction, maintenance, and repair of roads and streets, for which the municipalities are legally responsible.

Hotel Room Rental Tax Fund: Accounts for the revenues generated by the tax levied on hotel rooms; these revenues are distributed to marketing and tourism agencies to promote tourism.

Community Development Fund: 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.

Car Rental Tax Fund: Accounts for revenues generated by the Vehicle Rental tax levied on rental vehicles to pay for debt service on capital projects.

Acute Care Hospital Assessment Fund: Accounts for revenues generated by an assessment on the net operating revenues of certain General Acute Care Hospitals and High Volume Medicaid Hospitals within the city. The City remits these revenues to the Commonwealth of Pennsylvania to provide medical assistance payments to hospitals within the city for emergency department services.

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

Budget Stabilization Reserve Fund: 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.

ENTERPRISE FUNDS

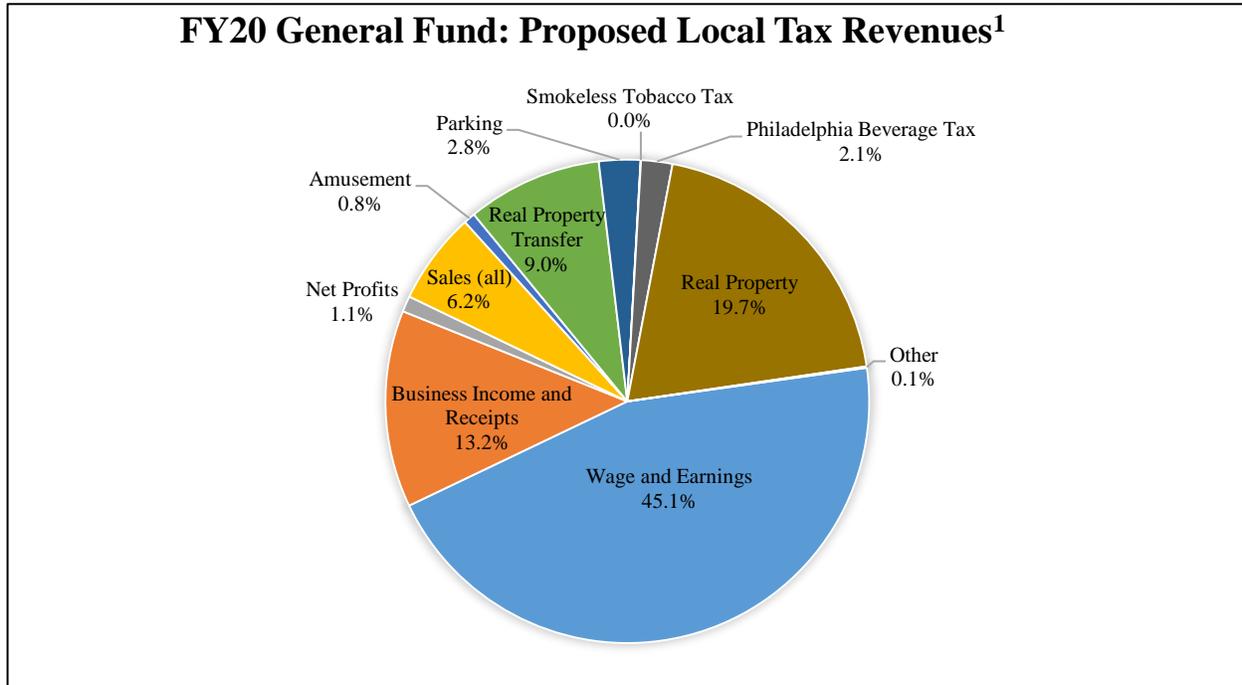
The table below describes the City’s Enterprise Funds, which are used to account for the financial activity of the City’s operations for which customers are charged a user fee.

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

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

GENERAL FUND

For the **General Fund**, the City is estimated to receive a total of \$4.898 billion in FY20, and the remainder of this chapter will focus on revenues within the General Fund. The largest proportion of General Fund Revenue comes from local taxes, with an estimated \$3.620 billion, or nearly three-quarters of the total, coming from tax receipts in FY20. The chart below shows the breakdown of the revenue by category.



¹ This pie chart excludes the portion of the Wage Tax that flows through the City's oversight authority, the Pennsylvania Intergovernmental Cooperation Authority (PICA).

Total revenues are budgeted to grow 5.49%, or \$255 million from the FY19 estimate. Most of the increase (\$159 million) comes from taxes.

Wage and Earnings Tax: The largest portion of tax revenue comes from the City's Wage and Earnings Tax. This tax is collected from all employees that work within the city limits but live elsewhere, as well as all residents, regardless of work location. The tax rate is separated into a resident rate and a non-resident rate. For the resident rate, 1.5% is included to be reserved for the City's oversight authority, the Pennsylvania Intergovernmental Cooperation Authority (PICA). PICA was created in June 1991 to provide financial assistance to the City to help overcome a financial crisis. The Authority issued bonds and granted them to the City, and in return, has a "first dollar" claim on the resident portion of the Wage Tax, to pay debt service on the bonds. PICA then returns the tax to the City after paying debt service and administrative costs. Revenue from the portion of the wage tax that PICA returns to the City is shown within Revenue from Other Governments as "PICA City Account." For FY20, the tax is projected to generate slightly over \$2.1 billion with \$1.634 billion coming directly to the General Fund and \$499 million coming back to the City from the PICA City Account. The wage tax provides approximately 45% of tax revenue and, when combined with the PICA portion, provides 43.5% of all revenue.

Mayor Kenney is committed to ensuring job growth in the city and to continuing gradual reductions in the City's wage tax rates to make Philadelphia more competitive. The Plan continues the incremental reductions in the tax that have helped reduce the rate by over 20% since the rate reduction program began. By FY24, the resident wage tax rate will be almost 23% lower than it was when the wage tax reduction program began. The following table shows the changes in rates proposed for the next five fiscal years. The 3.8327%

rate for residents and the 3.4137% rate for non-residents in FY24 would be the lowest wage tax rate for both portions of the tax in decades.

Wage and Earnings Tax		
Fiscal Year	Resident Tax Rate	Non-Resident Tax Rate
2019	3.8809%	3.4567%
2020	3.8712%	3.4481%
2021	3.8616%	3.4395%
2022	3.8519%	3.4309%
2023	3.8423%	3.4223%
2024	3.8327%	3.4137%

As discussed in the previous chapter, the Office of Budget and Program Evaluation utilizes outside forecasting consulting assistance (IHS Markit) to project base growth rates for the City’s major taxes. Through a PICA-organized event at the Federal Reserve Bank of Philadelphia, the Budget Director and IHS Markit present these initial growth rates to regional and local economists to gain further insight and refine the growth assumptions where needed. The wage tax is projected to continue to grow, but with slower growth rates in the later years of the Plan. With unemployment already at pre-recession levels, some of this growth is expected to be in wage rates.

The Wage Tax growth rate is projected to be higher than forecasted in the prior Five Year Plan. IHS projects that employment will slow down later than their previous national model had assumed, and that wage growth will strengthen as the labor market tightens. In the Philadelphia region, IHS projects that wage growth will accelerate as the region approaches full employment. The projected base growth rates in this Five Year Plan are as follows:

Projected Base Growth Rate for Wage and Earnings Tax				Projected Revenues (\$ in 000)	
FY19-23 <i>Adopted</i>		FY20-24 <i>Projected</i>		Current Year FY20-24 <i>Projected</i>	
2019	3.79%	2019	3.03%	2019	\$1,571,660
2020	4.50%	2020	4.30%	2020	\$1,633,651
2021	3.45%	2021	3.97%	2021	\$1,692,737
2022	3.41%	2022	3.84%	2022	\$1,751,775
2023	3.37%	2023	3.83%	2023	\$1,812,701
		2024	3.63%	2024	\$1,872,144

Real Property Tax: The Real Property Tax is levied on the taxable assessed value of all property in the city and is the second-largest source of tax revenue for the City. Unlike other cities and counties that rely more heavily on the property tax as a proportion of their budget, Philadelphia’s property tax is projected to

account for only 19.7% of local tax revenues in FY20. Philadelphia’s property tax is split between the City and the School District of Philadelphia (currently at 45% City; 55% District).

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

The intent of AVI was to ensure that properties are examined annually to ensure that values reflect the market. The Kenney Administration is committed to that goal and is investing in state-of-the-art technology through a Computer-Assisted Mass Appraisal (CAMA) system that will provide an automated and more efficient methodology for valuing properties. The CAMA system is expected to be in place in FY20. Additionally, the Proposed Five Year Plan includes funding for OPA to implement recommendations from a nationally-recognized consultant, and to support staffing. These investments, totaling about \$1.9 million annually, will enable OPA to add additional modelling capability, a sales validation unit, and data collection services.

The Office of Budget and Program Evaluation projects the taxable market value base will increase by 3.0%, although the OPA’s values will not be certified until late March 2019. For tax year 2020, OPA will conduct a market trending valuation (“trending”). OPA will appropriately trend tax year 2019 values by property type and geographic area in an effort to keep property values tied to the market in the short-term. In FY21 and beyond, the Office of Budget and Program Evaluation is projecting an annual base growth rate of 3.0%.

Projected Revenues (\$ in thousands)	
FY20-24 <i>Projected</i>	
Fiscal Year	Current Year
2019	\$660,004
2020	\$712,777
2021	\$729,604
2022	\$753,593
2023	\$779,007
2024	\$808,278

Business Income and Receipts Tax: The Business Income and Receipts Tax, or BIRT, is the third-largest source of General Fund tax revenue at a projected \$477.1 million in FY20.

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

Every individual, partnership, association, and corporation engaged in a business, profession, or other activity for profit within Philadelphia must file a Business Income and Receipts Tax return, whether or not

it earned a profit during the preceding year. The BIRT is filed and paid annually for business activity from the prior year.

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

Starting in 1996 and through 2008, the tax rate on the gross receipts portion of the BIRT was reduced annually, and 2008 also saw a reduction of the tax rate on the net income portion of the BIRT. Annual rate reductions were paused from 2009 through 2013 to help maintain City services during the global economic recession. In 2014, annual reductions in the net income portion of the tax resumed, with incremental cuts to that portion of the tax legislated through 2023. The 2019 tax rate for gross receipts is 0.1415%, and the net income rate is 6.25%. By 2023, the net income rate will fall to 6.00%. The chart below shows the rate changes throughout this Five Year Plan.

Business Income and Receipts Tax		
Fiscal Year	Gross Receipts Tax Rate	Net Income Tax Rate
2019	0.1415%	6.25%
2020	0.1415%	6.20%
2021	0.1415%	6.15%
2022	0.1415%	6.10%
2023	0.1415%	6.00%
2024	0.1415%	6.00%

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

In addition, the City has taken other steps to encourage job growth. Since the early 2000s, the City has offered tax credits to approved businesses that create jobs, adding incentives in more recent years for jobs that go to veterans and returning citizens. In 2013, the City also created the Jump Start Philly program. It exempts all new businesses that create three jobs in the first year of operations and have six employees by the end of the second year from BIRT for the first two tax years of operations in Philadelphia. Additionally, fees are waived for eligible new businesses for a variety of licenses and registrations.

The Proposed Five Year Plan includes a change to ease the tax burden on businesses. This change will eliminate the requirement for new businesses to make an estimated business tax payment when filing a return for their first tax year of business operations and allow these estimated payments in the second year to be made in quarterly installments. After the second year, these businesses will move to the annual estimated payment schedule that established businesses follow. This shift is estimated to create a one-time cost of about \$12 million in FY20, but will reduce the burden on new businesses in their critical early years.

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

The following table shows the base growth rates projected for the BIRT, created with input from IHS Markit and other economists. The slower growth rates beginning in FY21 reflect the potential for a weakening of the national economy.

Projected Base Growth Rate for Business Income and Receipts Tax				Projected Revenues (\$ in thousands)	
FY19-23 <i>Adopted</i>		FY20-24 <i>Projected</i>		FY20-24 <i>Projected</i>	
2019	5.46%	2019	2.61%	2019	\$454,156
2020	5.16%	2020	8.28%	2020	\$477,106
2021	3.38%	2021	1.16%	2021	\$492,013
2022	3.94%	2022	0.57%	2022	\$492,023
2023	3.95%	2023	0.12%	2023	\$487,006
		2024	1.82%	2024	\$495,887

Real Property Transfer Tax: The Real Property Transfer Tax rate in the city is 4.278%, 3.278% of which is imposed by the City and 1% of which is charged by the Commonwealth of Pennsylvania. Revenues from this tax fell dramatically during the recession but have grown significantly since the recession ended and are projected to be \$327.4 million in FY20.

Projected Tax Receipts for Real Property Transfer Tax (\$ in thousands)	
Fiscal Year	Projected Tax Receipts
2019	\$323,014
2020	\$327,434
2021	\$331,139
2022	\$344,908
2023	\$357,657
2024	\$341,232

The table below shows the projected growth rates for the Real Property Transfer Tax. After significant growth through FY18, changes in the property market in Philadelphia are projected to return to a more moderate level, with a reduction in revenue projected, and relatively slow growth annually thereafter, mostly due to a “normalized” level for the commercial property market.

Projected Base Growth Rate for Real Property Transfer Tax			
FY19-23 <i>Adopted</i>		FY20-24 <i>Projected</i>	
2019	-6.25%	2019	-2.56%
2020	1.96%	2020	1.37%
2021	3.15%	2021	1.13%
2022	2.78%	2022	4.16%
2023	2.80%	2023	3.70%
		2024	-4.59%

Sales Tax: The Sales Tax rate in Philadelphia is 8%, with 6% going to the Commonwealth of Pennsylvania, and the remaining 2% as a local Philadelphia tax. Since FY15, the tax has been allocated as follows: the first 1% goes to the City, and the remaining 1% is shared between the School District of Philadelphia and the City. The School District receives the first \$120 million, and the remaining proceeds first paid debt service on a \$15 million borrowing for the School District (through FY18), and then go to the City’s Pension Fund. In FY18, the City sent \$24.2 million in sales tax revenue to the Pension Fund. That amount is projected to increase to \$45.2 million in FY19 and is budgeted to jump to \$51.5 million in FY20. The chart below provides the estimates throughout this Five Year Plan, totaling \$310.2 million over five years.

Projected Local Sales Tax Revenue (\$ in thousands)	FY20	FY21	FY22	FY23	FY24
City Share (1 st 1%)	\$171,463	\$176,829	\$182,151	\$187,560	\$192,204
School District Share (2 nd 1%)	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
City Share (2 nd 1% - Pension Fund)	\$51,463	\$56,829	\$62,151	\$67,560	\$72,204
Total Local Sales Tax	\$342,926	\$353,658	\$364,302	\$375,120	\$384,408
City Total Local Sales Tax	\$222,926	\$233,658	\$244,302	\$255,120	\$264,408

The Sales Tax is projected to generate \$171.5 million for the City’s General Fund in FY20. The following table shows the projected growth rates of the Sales Tax, with a comparison to the rates in the previous Five Year Plan:

Projected Base Growth Rate for Sales Tax			
FY19-23 <i>Adopted</i>		FY20-24 <i>Projected</i>	
2019	3.80%	2019	4.05%
2020	3.62%	2020	3.79%
2021	3.30%	2021	3.13%
2022	3.12%	2022	3.01%
2023	3.10%	2023	2.97%
		2024	2.96%

Parking Tax: The Parking Tax rate in Philadelphia is 22.5% and is levied on the gross receipts from all transactions involving parking or storing of automobiles in parking lots and garages. This tax has continued to grow, with \$100.2 million projected in FY20.

Projected Base Growth Rate for Parking Tax				Projected Revenues (\$ in thousands)	
FY19-23 <i>Adopted</i>		FY20-24 <i>Projected</i>		FY20-24 <i>Projected</i>	
2019	2.71%	2019	1.73%	2019	\$98,141
2020	2.77%	2020	2.09%	2020	\$100,192
2021	2.53%	2021	1.92%	2021	\$102,116
2022	2.39%	2022	1.85%	2022	\$104,005
2023	2.37%	2023	1.82%	2023	\$105,898
		2024	1.82%	2024	\$107,825

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 distributor of sweetened beverages (that is, a person who sells sweetened beverages to a dealer, who is a person who sells sweetened beverages at retail). The tax is levied at 1.5 cents per ounce of sweetened beverages. While concentrates or syrups are also taxed, their tax rate is based on the final beverage produced, not the raw syrup or concentrate. The Philadelphia Beverage Tax is projected to generate \$75.9 million in FY20. These revenues will continue to provide substantial funding to expand quality pre-K, community schools, and the Rebuild program.

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

Projected Philadelphia Beverage Tax Revenues (\$ in thousands)					
FY20	FY21	FY22	FY23	FY24	FYP Total
\$75,881	\$75,122	\$74,371	\$73,627	\$72,891	\$371,892

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

Non-Tax Revenues: Revenue from Other Governments: Revenues from other governments – primarily the Commonwealth of Pennsylvania and the Federal Government – make up a small portion of total General Fund revenues. The total in FY20 is projected to be \$846.3 million, with the majority (\$499.3 million) raised through the residential portion of the City’s Wage Tax and then remitted by PICA after debt service and other expenses (discussed earlier).

Other than the PICA City Account, the most significant lines within this type of revenue are from Wage Tax Relief (estimated at \$86.3 million in FY20) from the Commonwealth, used to reduce wage tax rates; Pension Aid from the Commonwealth (projected to be \$74.8 million in FY20); and a projected \$44.9 million in FY20 from the Philadelphia Parking Authority for on-street parking revenues (including violations and fines).

Threats remain to the City’s Revenue from state and federal authorities. The Trump Administration, through federal grant program conditions, and legislators in Harrisburg, through proposed legislation, have threatened to take substantial amounts of funding from the City based on the City’s policies vis-à-vis its immigrant communities. The most specific threat with regard to the City’s policies involves the Department of Justice’s effort to attach additional conditions upon JAG criminal justice assistance grants. Philadelphia receives approximately \$1.6 million per year under this program. The U.S. Court of Appeals for the Third Circuit Court recently found that the Department of Justice lacked the statutory authority to impose new conditions on the JAG grants. As a result of the threats to state and federal funding, the City has included a reserve that could be used to offset a portion of the impact of those cuts. It is essential that the City maintain this reserve, which is \$55 million in FY20, as long as the potential for federal and state budget cuts remains.

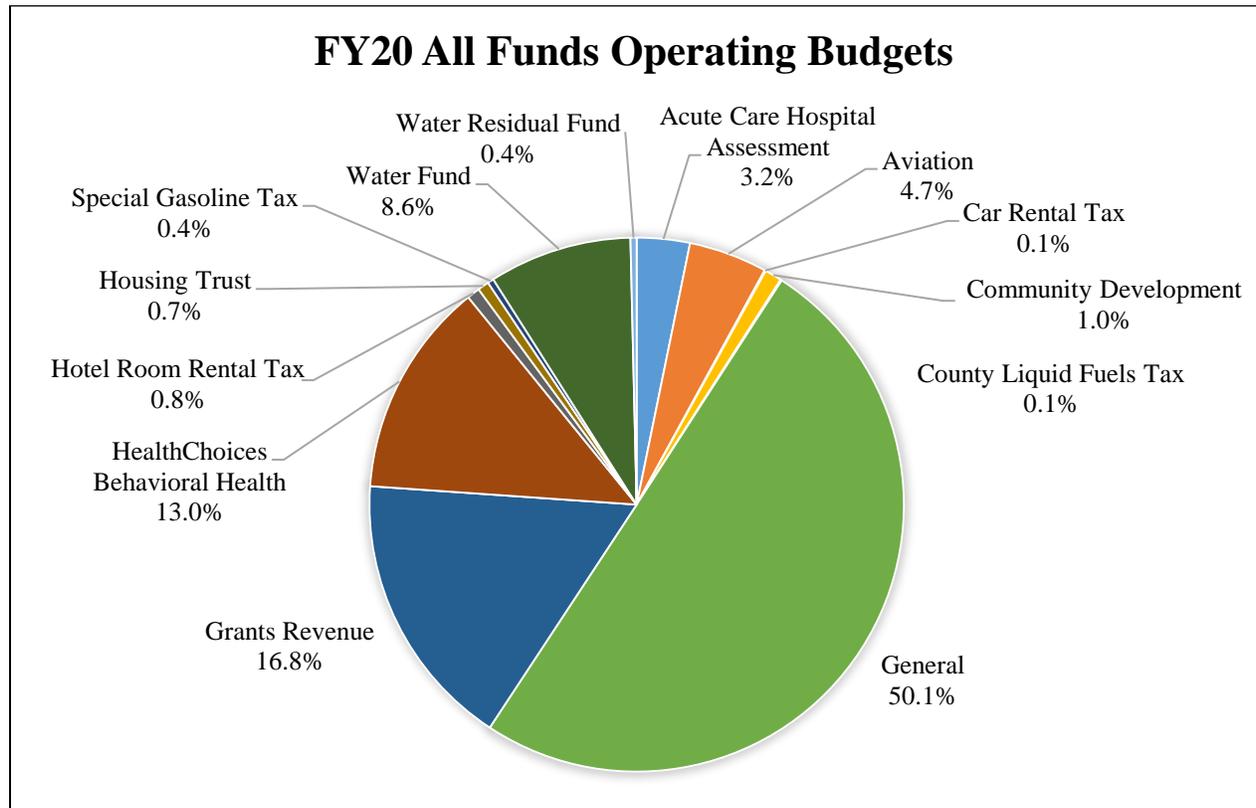
Locally-Generated Non-Tax Revenue: Locally-Generated Non-Tax revenue includes various fees, fines, permits, and other charges assessed by the City, as well as proceeds from asset sales. In FY20, the City projects to collect \$350.2 million.

Revenue from Other Funds: This category consists of payments from other funds of the City to the General Fund, such as from Enterprise Funds (Water and Aviation) or from the Grants Fund and is projected to total \$81.0 million in FY20.

EXPENDITURE OUTLOOK

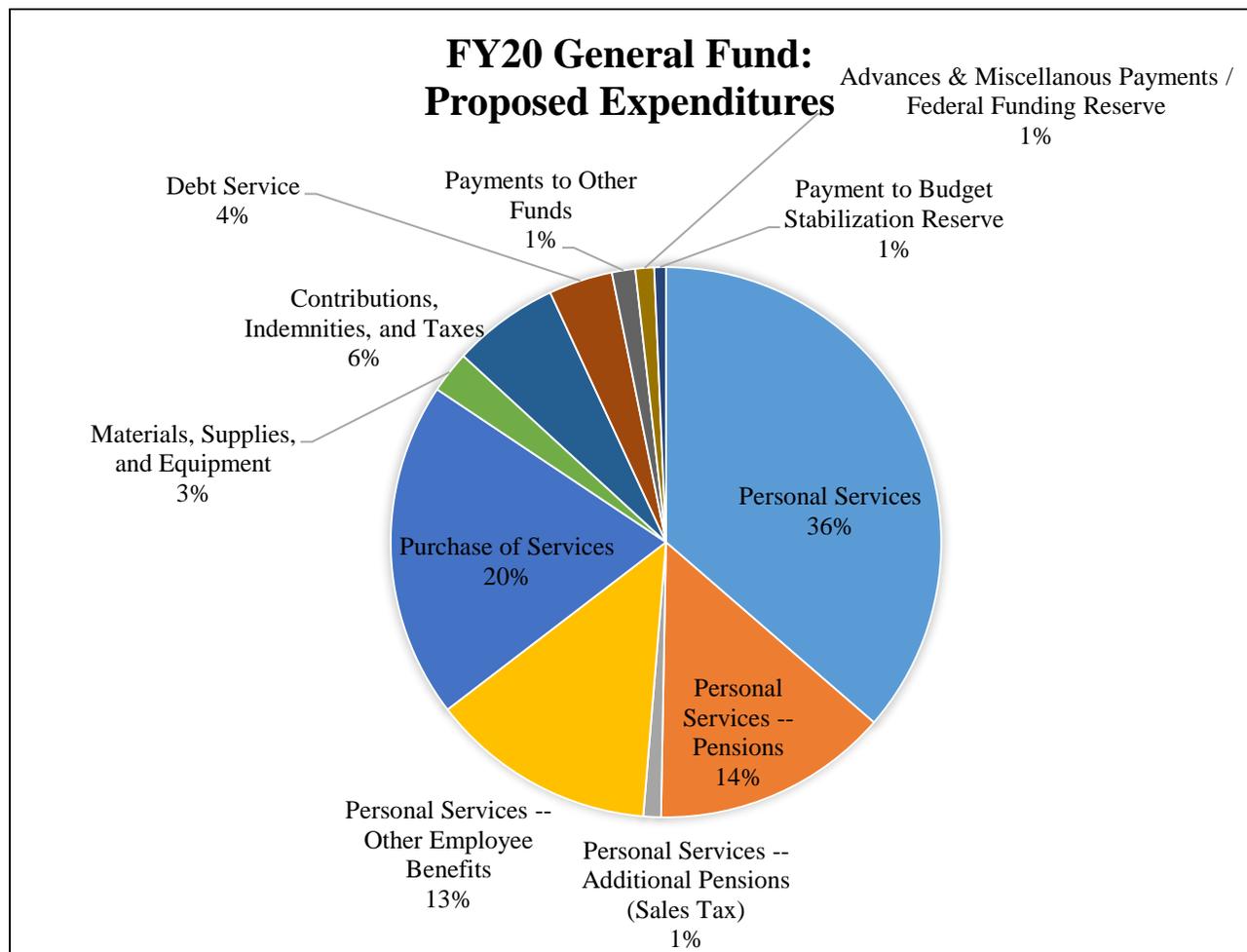
THE CITY'S EXPENDITURES

The proposed FY20 expenditures for all operating funds total \$10.0 billion and the breakdown by department in all operating funds of the City is shown in the Appendix. The City's operating funds include enterprise funds such as the Aviation Fund and the Water Fund, as well as special revenue funds. The largest fund is the **General Fund**, which is the City's primary fund and accounts for all revenue streams that are not restricted for specific purposes or otherwise required to be accounted for in another fund.



General Fund (\$ in thousands)			
Obligations / Appropriations	FY19 Current Estimate	FY20 Proposed	FY20-FY19 Change
Personal Services	\$1,759,693	\$1,816,813	\$57,120
Personal Services – Pensions	\$716,698	\$746,585	\$29,887
Personal Services – Pension Contribution	\$561,419	\$584,664	\$23,245
Personal Services – Pensions – Sales Tax	\$45,202	\$51,463	\$6,261
Personal Services – Pensions – Pension Plans 10 and 16	\$0	\$300	\$300
Personal Services – Pension Obligation Bonds	\$110,077	\$110,158	\$81
Purchase of Services	\$954,477	\$988,199	\$33,722
Materials, Supplies, and Equipment	\$121,702	\$122,801	\$1,099
Contributions, Indemnities and Taxes	\$282,085	\$312,627	\$30,542
Debt Service	\$169,496	\$187,483	\$17,987
Payments to Other Funds	\$66,878	\$68,413	\$1,535
Provision for Federal Funding	\$53,573	\$55,108	\$1,535
Budget Stabilization Reserve	\$20,000	\$34,132	\$14,132
Total	\$4,803,493	\$4,995,073	\$191,580

The proposed FY20 General Fund expenditures total \$4.995 billion, a \$191.6 million increase (4.0%) from the FY19 current projection. A handful of items account for more than half of that increase: pensions; the School District contribution; employee disability; disposal contracts, which have been driven up by global markets; a contribution to the budget stabilization reserve fund and expansion of pre-K and community schools with the resolution of the litigation challenging the Philadelphia Beverage Tax. Together, these items make up \$108 million of the increase. Of the remaining \$83 million in increased costs, \$54 million is the result of increases in the Police Department’s budget, largely comprised of an increase in wages included in the most recent Fraternal Order of Police (FOP) arbitration award, and \$19 million are expenditures in the Health Department that are largely offset by revenues. Excluding these items, the total amount of the FY20 budget is virtually unchanged from FY19, even accounting for the City making essential investments in areas like violence reduction, battling the opioid epidemic, undertaking a street cleaning pilot, and expanding library hours.



MAJOR EXPENDITURES

Employee Compensation: As with prior years, the largest costs to the City’s budget pay for City employees who design, manage, and implement the programs and services upon which residents and taxpayers depend. The single largest expenditure in the general fund budget is compensation for employees. The pay-related costs for general fund employees is budgeted to be \$1.8 billion in FY20, a 3.2% increase over FY19’s level.

Pensions: Employee benefits have grown much more quickly than the City's revenues and other expenditures, meaning that more and more of the City's budget is not available to pay for services. In FY20, pension costs are budgeted to represent 14.9% of General Fund expenditures. With pension costs representing a growing fixed cost, it is clear that the City will not attain fiscal stability until it has solidified the financial condition of the pension fund. To address this, the Administration is implementing a multi-step process to reduce the pension system's unfunded liability and get to 80% funded by FY29 and 100% funded by FY33.

In FY20, General Fund pension payments (including the pension contribution from sales tax revenues) are projected to total \$746.6 million compared to \$716.7 million in FY19, an increase of 17.4%. While the City's annual pension contribution has grown by 314% since FY01, the Pension Fund's funded percent has dropped from 77% to under 50%. From FY19 to FY24, the increase in the pension contribution is projected to be almost \$110 million.

Health Benefit Costs: General Fund health benefit costs are budgeted to total \$662.9 million, 13.3% of the FY20 proposed budget. Health benefit program costs are one of the largest items in the City's budget. In order to address the challenges these costs present, the City has made cost-saving changes in the City-administered health benefit programs for exempt and non-represented employees (as well as District Council 33 and 47 members who opt out of their union administered plans), and sought changes to its labor contracts in the areas of health benefits to reduce costs and risk to the General Fund. In FY10, the City moved from a fully-insured model to a self-insurance arrangement. The City also increased employee copays and instituted a disease management and wellness program with financial incentives for employees to monitor their vital statistics, perform wellness activities, and stop using tobacco products. With these changes, General Fund health care costs are estimated to rise just 0.6% from FY19 to FY20.

Contribution to the School District: The largest single increase in spending in the FY20 budget is the City's contribution to the School District. There is no investment that is more important than funding education and this Plan builds on the increased contributions to the District begun in FY19. As part of this new funding package, the Administration has increased its contribution to the District by \$76.1 million in FY19 and by \$108.7 million in FY20, when compared to FY18 levels. Over the life of the Plan, the City's General Fund contribution will be more than \$1.2 billion to the District. Including the increased contribution from FY19, the City is projected to provide the District with almost \$800 million more than it would have without the additional investment in the District.

Debt Service: Debt service shown in the Sinking Fund Commission's budget represents 5.9% of the total FY20 General Fund proposed budget. This includes debt service on General Obligation bonds, tax, and revenue anticipation notes, and long-term contracts and leases. The Debt Management chapter discusses the City's debt in more detail.

Independent Officials: The FY20 proposed budget for Independently Elected Officials is \$227 million, representing 4.5% of General Fund expenditures. This includes \$115.5 million for the First Judicial District; \$38.3 million for the District Attorney's Office; \$27.0 million for the Sheriff's Office; \$17.7 million for City Council; \$12.2 million for the City Commissioners; \$9.4 million for the Office of the Controller; \$4.6 million for the Register of Wills; \$1.1 million for the Board of Ethics; and \$1.1 million for the Board of Revision of Taxes.

LABOR

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 \$3.2 billion of the City’s \$5.0 billion projected General Fund expenses in FY20 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.

As of January 22, 2019, the City had 29,149 employees. Nearly 82% (23,885 employees) were represented by one of the City’s municipal unions:

Employee Group	Count	Contract Term
Fraternal Order of Police (FOP Lodge 5)	6,639	7/1/2017-6/30/2020
Deputy Sheriffs and Register of Wills (Lodge 5)	368	7/1/2017-6/30/2020
International Association of Firefighters (IAFF Local 22)	2,502	7/1/2017-6/30/2020
AFSCME District Council 33 ¹	8,096	7/1/2016-6/30/2020
Correctional Officers (Local 159 - District Council 33)	2,130	7/1/2017-6/30/2020
AFSCME District Council 47	3,671	7/1/2017-6/30/2020
Local 810 (District Council 47 Court Employees)	479	7/1/2017-6/30/2020
Non-Represented Civil Service	1,159	--
Exempt	4,105	--
Total Employees	29,149	

¹ District Council 33 includes crossing guards.

Contract Negotiations: All of the City’s unions are covered by bargaining agreements through June 30, 2020. Each of those agreements included significant reforms to improve the health of the City’s pension fund, which keeps the City on track to achieve its goal of having the City Pension Fund 80% funded by 2029 and 100% funded by 2033. When these agreements expire at the end of FY20, the City will work with its union partners to reach agreements that are fair to employees while also maintaining the City’s fiscal health. This Five Year Plan includes \$140 million to budget for the potential costs of labor agreements.

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

Summary of Recent Awards: In FY17, District Council 33 (DC33) ratified a four-year agreement and the Fraternal Order of Police (FOP) received a three-year arbitration award. DC33 employees received 3% wage increases in July 2016, 2017, and 2019 and a 2.5% increase in 2018. FOP employees received a 3.25% wage increase effective July 2017, 3.5% in July 2018, and 3.75% in July 2019. The City’s two largest unions’ contracts also had significant pension reforms. Current employees now participate in a tiered contribution system where those with higher annual salaries pay a higher contribution rate, and new hires participate in a stacked hybrid plan, which combines a traditional defined benefit for the first \$50,000 of an employee’s pensionable earnings, and an optional 401(k), with an employer match, for earnings above this amount. These pension reforms are also a feature in the remaining contracts and awards of the City’s unions.

Deputy Sheriff and Register of Wills: In March 2018, the Deputy Sheriffs and Register of Wills employees were awarded a three-year contract with wage increases and pension reforms. Sheriff’s Office employees received a stepped wage increase of 3% effective retroactively to July 2017, and 3.25% increases for the

subsequent two years of the award. Register of Wills employees received wage increases of 3% effective retroactively July 2017, a 2.5% increase in July of 2018, and 3% increase in July 2019. Under the award, employees’ pension plans will be subject to a progressive tiered pension contribution structure for current members and a mandatory stacked hybrid plan for new members.

Correctional Officers: In March 2018, the Correctional Officers were also awarded a three-year contract, which covers the period from July 1, 2017 to June 30, 2020. The employees received a 3% wage increase effective retroactively for July 2017, and 3.25% increases for the subsequent two years of the award.

International Association of Firefighters (IAFF): In May 2018, the IAFF was awarded a three-year contract through June 2020. The panel of arbitrators awarded Local 22 wage increases of 3.25%, 3.5% and 3.75% in each year of the contract, respectively. The contract also required members to make increased pension contributions. Pension contribution rates for most current employees increased by 0.92% effective July 1, 2017 and by another 0.92% in starting July 1, 2018 (total increase of 1.84%), and new members hired on or after July 1, 2017 now pay an additional 2.5% above the previous base rate.

District Council 47 (DC47): In June 2018, the City and DC47 reached a three-year agreement. Under this agreement, DC47 employees received a stepped wage increase of 3% effective retroactively for July 2017, as well as a 2.5% increase in 2018 and 3% increase in 2019.

The following table presents employee wage increases from FY17 to FY20 for each bargaining unit. The shaded cells indicate the most recent contract terms. The notes below the table outline contract terms and major compensation elements for current and prior contracts.

Fiscal Year	FOP Lodge 5	Sheriff's Office & Register of Wills (FOP Lodge 5)	IAFF Local 22	AFSCME DC33 ¹	Correctional Officers (DC33 Local 159)	AFSCME DC47 (Local 2187)	AFSCME DC47 (Local 2186)	Local 810 Court Employees (DC47)
FY17	3.25% (1)	3.25% (2)	3.25% (3)	3.0% + \$500 lump sum (4)	3.25% (5) (\$500 lump sum (6))	3.0% (7)	3.0% (9)	3.0% (11)
FY18	3.25%	3.0%	3.25%	3.0% (4)	3.0%	3.0% (8)	3.0% (10)	3.0% (12)
FY19	3.50%	3.25%	3.50%	2.5% (4)	3.25%	2.5%	2.5%	2.5%
FY20	3.75%	3.25%	3.75%	3.0% (4)	3.25%	3.0%	3.0%	3.0%

¹ District Council 33 includes crossing guards and members of Local 1971.

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

1. Final year of a three-year arbitration award for the period July 1, 2014-June 30, 2017.
2. Final year of a three-year arbitration award for the period July 1, 2014-June 30, 2017. Effective July 1, 2014, Register of Wills employees received increases on terms negotiated between the City and DC33 (effective July 1, 2014) and wage increases negotiated by DC33 for the period July 1, 2016-June 30, 2017.

IAFF Local 22

3. Final year of a four-year contract for the period July 1, 2013-June 30, 2017 (final year of award included a reopener for a wage increase in FY17).

District Council 33 and Local 159 Correctional Officers

4. Four-year contract for the period of July 1, 2016-June 30, 2020. Employees received a \$500 lump sum in FY17 when the pension reforms negotiated became effective per ordinance.
5. Final year of a three-year contract for the period July 1, 2014-June 30, 2017. Employees received a \$600 equity adjustment added to base wages on January 1, 2016.

6. The DC33 pension reforms, which are described earlier in this chapter, included Local 159B. As a result, 159B members received a \$500 lump sum in FY17 when the negotiated pension reforms became effective by ordinance.

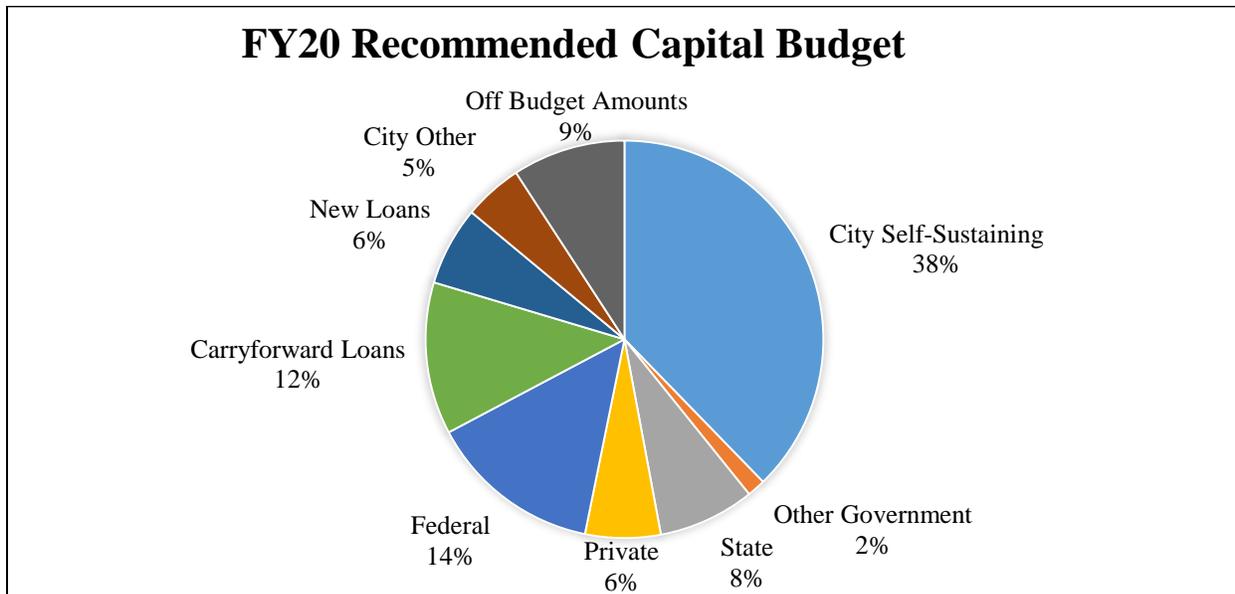
District Council 47, Local 2187, Local 2186 and Local 810 Court Employees

7. Eight-year contract effective July 1, 2009-June 30, 2017. Employees received a ratification bonus of \$2,000.
8. Three-year contract effective July 1, 2018-June 30, 2020. Employees received a \$500 lump sum within 30 days of the negotiated pension reforms becoming effective by ordinance in June 2018.
9. Eight-year contract effective July 1, 2009-June 30, 2017. Employees received a ratification bonus of \$2,000. Wage increase of 2.5% unilaterally implemented in October 2012 along with overtime.
10. Three-year contract effective July 1, 2018-June 30, 2020. Employees received a \$500 lump sum within 30 days of the negotiated pension reforms becoming effective by ordinance in June 2018.
11. One-year contract for the period July 1, 2016-June 30, 2017.
12. Three-year contract effective July 1, 2018-June 30, 2020. Employees received a \$500 lump sum within 30 days of the negotiated pension reforms becoming effective by ordinance in June 2018.

THE CITY'S CAPITAL BUDGET

The Capital Program is the City of Philadelphia's six-year plan for investing in its physical and technology infrastructure, community facilities, and public buildings. The Recommended Capital Program for FY20-25, and Capital Budget for FY20, support strategic commitments to new facilities as well as the ongoing modernization of existing capital assets. Recommended capital projects and funding align with the Mayor's priorities to invest in safety and justice, inclusive growth, and quality government services, complement the City's long-range plans for development, and comply with Federal and State mandates.

The FY20 Capital Budget calls for appropriations of \$194.1 million in new, City-supported general obligation borrowing (identified as CN funds) and \$374.6 million of prior year, tax-supported City loans. This City commitment will leverage \$2.458 billion from federal, state, private, City self-sustaining enterprise, operating, and revolving fund sources for a total proposed FY20 budget of \$3.026 billion. Over six years, the FY20-25 Capital Program envisions the commitment of \$1.144 billion in CN borrowing as part of a proposed \$10.857 billion in total capital investment.



FINANCIAL CONSTRAINTS ON CAPITAL INVESTMENTS

The \$194.1 million in new City tax-supported (CN) appropriations recommended for the FY20 Capital Budget is higher than the \$174 million in the FY19 Capital Budget or any budgeted CN amount in recent years, but lower than the \$213 million that had been programmed for FY20 in the FY19-24 Program. The Capital Program gradually reduces the cost of personnel, transferring previously budgeted positions over to the operating budget. This transition will be completed in FY21. After this transition, all employees that are currently funded within the Capital Budget on general obligation debt will be paid within the City's General Fund. This financial policy change means that the City will no longer pay debt service on staff working on projects, but will instead only pay debt service on projects themselves. This will result in avoided costs to the City and provide more flexibility for departments, as employees can be deployed to work on projects that may be paid from multiple funding sources.

While the City has substantial infrastructure needs, the amount of FY20 CN funding is constrained by several factors:

- 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.
- Additionally, constraints placed on the City’s FY20 Operating Budget limit the amount of debt service available for general obligation borrowing. Constraints include: relatively low reserves; a high level of fixed costs; pension costs; the need to support initiatives such as improving the School District of Philadelphia, reducing violence, battling the opioid epidemic, and enacting a street cleaning pilot, and; debt service on special purpose borrowings that complement the regular Capital Program. Other borrowings include:
 - Debt issued to support capital-eligible activities of the multi-year Rebuilding Community Infrastructure (Rebuild) Program to improve parks, recreation centers and libraries.
 - Debt issued to increase the number of low-income Philadelphia homeowners served by the City’s Basic Systems Repair Program and to capitalize a low-interest, home repair loan program available to households with higher incomes.
 - Debt issued to fund energy conservation measures at Philadelphia Museum of Art properties under a guaranteed energy savings agreement (GESA) with the City and the Philadelphia Energy Authority.
- The FY20 Operating Budget needs to retain flexibility to address uncertainties about federal and state budgets that support key City services and about the duration of the nation’s and region’s current economic recovery. A high, overall level of debt service could contribute to a reduction of the City’s bond rating, which could increase the cost of borrowing.

HIGHLIGHTS OF THE CAPITAL PROGRAM AND BUDGET

Public Safety and Justice

More than 25 percent of the recommended City-supported appropriations for FY20 is directly related to departments and facilities that help ensure public safety and justice. Additional appropriations for capital investments are also recommended from the Operating Budget. Where possible, these “pay-as-you-go” capital investments help reduce the City’s need to borrow. Highlights include:

- **Fire – Facilities:** Nearly \$4 million is recommended in FY20 for ongoing improvements to Fire Department facilities. \$6.8 million will be made available to purchase fire-fighting and EMS vehicles.
- **Police – New Facilities and Renovations:** More than \$23 million is recommended in the Police Department and the Office of Innovation and Technology (OIT) budgets to support the construction and outfitting of new and renovated Police facilities, including the new Philadelphia Public Safety Building.
- **Health – Facility Renovations:** The FY20 Capital Budget includes \$800,000 toward improvements at district health centers, and provides for the operating revenue (CR) funding, in concert with prior-year appropriations, for a new Health Center in the northeast section of the City – Health Center 11.
- **Managing Director’s Office (MDO) – Office of Emergency Management (OEM):** The Capital Budget includes \$2.75 million of new funds, combined with carryforward funds, for more than \$18 million to co-locate the OEM at the new Philadelphia Public Safety Building.
- **Office of Homeless Services – Facility Renovations:** \$1 million is recommended in FY20 for ongoing interior and exterior improvements to City-owned shelters and personal care facilities.
- **Parks and Recreation – Life Safety Improvements:** \$600,000 is budgeted in FY20 for fire alarm, security system, and lighting improvements at neighborhood parks and recreation facilities.
- **Prisons – Renovations:** \$2 million of operating revenue (CR) funding will be provided to finish out the construction of the Philadelphia Industrial Correctional Center (PICC) roof project.
- **Public Property – Buildings and Facilities:** More than \$7.5 million in City tax-supported funds and \$8.5 in operating revenue is budgeted in FY20 for improvements to building systems, elevators, payroll and environmental remediation.

- **Streets – Improvements to City Highways, and Traffic Control:** Investments in Roosevelt Boulevard, improved traffic signals, and Vision Zero total more than \$6 million in FY20.

Inclusive Growth

Recommended investments to support expanded access to opportunity for City residents include projects in the Streets Department, Commerce Department, Free Library, MDO, Parks and Recreation, and Transit.

- **Streets Department – Streets and Bridges:** The FY20 Capital Budget calls for \$27.9 million in City tax-supported funds for the reconstruction and resurfacing of City streets and the construction of accessible ramps. Over \$200 million is included in the Capital Program to improve City streets. This is the single largest investment in the FY20-FY25 Capital Program and will ensure that the City attains and sustains a state of repair that allows workers, residents, and visitors to reliably and safely access their destinations. An additional \$2.8 million in City tax-supported funds is slated for bridge reconstruction and improvements. The FY20-25 Capital Program recommends an overall investment of \$315.4 million in new City tax-supported funds for the Streets Department, including the investments mentioned above.
- **Commerce – Neighborhood Commercial Corridors:** Using previously appropriated City funds totaling nearly \$11.6 million, the Commerce Department will continue to implement a program of physical site improvements to enhance the competitiveness of neighborhood and community-serving commercial corridors. Corridor project funding from the City is coordinated with additional funding from state, regional, and private sources.
- **Commerce – Industrial Land Redevelopment:** The FY20 Capital Budget appropriates \$17 million in revolving funds for the Industrial Land Bank of the Philadelphia Industrial Development Corporation (PIDC). The land bank acquires and improves industrially-zoned parcels to create new jobs and increase tax revenues. Parcels are targeted within identified districts appropriate for new industrial and industrially-related employers.
- **MDO – Bike Share Infrastructure:** The City’s bikeshare program, Indego, has made significant investments in underserved communities and has made equity a cornerstone of its mission. The program is regarded as a role model for the equitable implementation of bike share across the country and internationally. Funds are included to match grants that will support the expansion of the Indego system to serve additional neighborhoods.
- **Rebuild:** The FY20 Capital Budget devotes a total of \$8 million toward the City’s multi-year commitment of \$48 million for the Rebuilding Community Infrastructure (Rebuild) initiative for selected Philadelphia parks, recreation centers, and libraries. \$7 million is for facilities of Philadelphia Parks and Recreation (PPR) and \$1 million is for branches of the Free Library. Sites in high-need communities are given high priority, and projects are designed to promote workforce development and participation by small and minority-/women-owned businesses.
- **Transit:** The Southeastern Pennsylvania Transit Authority (SEPTA) has proposed a program of investments totaling nearly \$287 million in FY20. Projects will improve basic transit infrastructure, vehicles, communications, and payment technologies, providing improved reliability and safety for Philadelphia riders needing to access services and opportunities throughout the city and region. The City’s contribution to SEPTA’s investment would be \$4.6 million and is a required match for state and federal funding.

Quality Government Services

In addition to the investments highlighted above, the Recommended Capital Program and Budget proposes other important investments to address deferred maintenance and to keep the City’s facilities in a state of good repair. Highlights include:

- **Aviation:** The Division of Aviation manages both Philadelphia International Airport (PHL) and Northeast Philadelphia Airport (PNE). The FY20 Capital Budget envisions \$487 million in self-

sustaining, federal, state, and private investments on airfield and terminal assets, acquisitions and improvements outside the immediate terminal areas, and other aviation services.

- **Fleet:** More than \$11 million is recommended in FY20 for the purchase of new, capital-eligible vehicles for Fire, Streets, and various 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 manage overtime costs. The impact of this type of investment is already being seen in the operating budget: recent capital investments in vehicles have reduced the median age of the City's vehicles, enabling the Office of Fleet Management to spend less on vehicle parts.
- **Office of Innovation and Technology:** The FY20 Capital Budget recommends roughly \$28 million of new City, tax-supported funding to implement planned improvements to Citywide and departmental applications, communications systems, and computer network stabilization and enhancement.
- **Office of Sustainability:** With funds from prior years and revenue from energy rebates, the Office of Sustainability will continue to invest in energy efficiency equipment and controls to reduce city government's energy costs, consumption, and carbon footprint. Investments will help implement the City's new Municipal Energy Master Plan. The City is also undertaking a guaranteed energy savings agreement (GESA) project at the Philadelphia Museum of Art.
- **Parks and Recreation:** In addition to fire alarm, security, and lighting improvements, the Capital Budget provides more than \$4 million to continue the stabilization of park infrastructure and facilities that serve citywide needs. Priority is given to restoration or modernization projects for which Parks and Recreation has successfully obtained private and state grants.
- **Records:** The FY20 Capital Budget includes the phased purchase of new printers to enable the Central Duplicating unit of the Records Department to cost-effectively meet anticipated printing demands from the many City departments it serves.
- **Streets – Sanitation:** The Sanitation Program of the Streets Department will receive \$2.5 million in FY20 to upgrade the Northwest Transfer Station in Roxborough. Improvements are estimated to yield a significant return on investment due to avoided costs for overtime, maintenance, and waste disposal. By increasing capacity and reliability, Sanitation will be able to handle a higher volume of material more efficiently.
- **Water:** The FY20 Capital Budget includes more than \$700 million in new and prior-year self-sustaining, federal, state, and other funds for Philadelphia Water Department (PWD) investments in drinking water treatment and conveyance, waste collection and treatment, meter replacement, and stormwater management.

Compliance with Mandates

The Commonwealth requires the City to purchase new voting machines by the end of calendar 2019. The City last acquired voting equipment in FY01. For FY20, \$22 million is recommended under **Finance – New Voting Machines**.

DEBT MANAGEMENT

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

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

In FY20, the Sinking Fund Commission is expected to spend \$297 million on debt service, representing 5.9% of total General Fund expenditures. There are several debt issues budgeted outside the Sinking Fund Commission, including: the pension obligation bonds, which are displayed as a pension cost in the 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.

Credit Ratings: The City maintains “A” category ratings for its General Obligation debt from all three major rating agencies: A2 (Moody’s Investor Service, or “Moody’s”), A (Standard & Poor’s, or S&P), and A- (Fitch). S&P upgraded the City from “BBB” to “A-” in June 2013 and then gave the City a double upgrade to “A+” in December 2013, its highest level in 30 years. This was the first time that the City had been rated in the “A” category by all three rating agencies. In March 2018, S&P downgraded the City to ‘A’ from ‘A+’, citing concerns about the City’s pension liability, uncertainty about revenue support for the School District of Philadelphia, and potential federal policy changes. In November 2018, Moody’s upgraded its outlook on the City’s general obligation credit from negative to stable. In doing so, Moody’s noted the City’s “continued trend of actual results that well exceed budget projections, and operating performance that reflects a diverse, vibrant tax base.”

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

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

Ratings in the “A” category from all three agencies is a major achievement for the City, as this permits the City to begin to access a broader base of institutional investors (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. As of February 2019, the difference between 'BBB' and 'A' borrowing rates is approximately 0.37%. For a \$100 million bond issue, this would equate to \$370,000 in additional interest costs annually. 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 2018. 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.

In a November 2018 ratings report, Moody’s noted:

“The city's debt and pension liabilities are outsized and will remain a drag on its credit profile for the long term. The city's tax-supported debt totals roughly \$3.8 billion, equal to 2.5% of full value, climbing to 4.9% when overlapping debts are included, moderately higher than state and national averages. The city's above-average debt burden reflects its dual city and county responsibilities, special efforts to promote economic development, the PICA deficit bonds (\$214 million), and \$1.2 billion in pension obligation bonds. Leverage will remain a concern as the debt amortizes slowly (56.5% of principal is scheduled to be repaid in 10 years), and the city has material capital reinvestment needs that will be largely funded by debt...Management continues to project operating deficits, albeit more moderate deficits than expected in previous years, but has also, favorably, embedded an annual reserve allocation in its forward budget. The city’s ability to grow its reserves in line with budget expectations will be material to its credit profile going forward.”

Impact of Debt on City Operations: Debt service payments as a percentage of the budget have been relatively stable. As stated above, in FY20, the Sinking Fund budget is expected to be \$297 million, or 5.9% of FY20 General Fund expenditures. The following chart shows the five-year estimates for the Sinking Fund Commission, representing debt service costs incurred by the General Fund.

Fiscal Year	Estimated Existing Sinking Fund Budget	Sinking Fund Budget as Percentage of General Fund Expenditures
FY20	\$296,705,317	5.9%
FY21	\$305,791,529	6.1%
FY22	\$336,107,169	6.5%
FY23	\$355,333,697	6.8%
FY24	\$379,655,714	7.0%

The City also pays debt service on Pension Obligation Bonds. This debt service is estimated to be \$110 million in FY20.

Working with the City Treasurer’s Office, the Water and Aviation funds issue their own debt and are budgeted for debt service of \$218 million and \$135 million, respectively, in FY20. 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 \$282 million and \$199 million, respectively, in FY24. The Appendix shows debt repayment for the Water and Aviation Funds. While the Water and Aviation credit ratings are influenced by the City’s rating, they each have their own rating. An October 2018 report from S&P stated that the Water Fund has a very strong enterprise risk profile generally reflecting a broad and diverse service base and affordable rates, despite income levels that are measurably weaker than surrounding areas, and is primarily supported by a large available rate stabilization fund and debt service coverage that exceeds covenanted minimum levels. However, S&P noted that the combined water and sewer system is highly leveraged, and the \$2.3 billion 2019-2024 CIP (Capital Improvement Plan) is likely to require significant additional debt funding. In December 2017, Moody’s wrote that the Airport has “very low liquidity and heightened competitive environment mostly offset by a large, robust service area that provides sufficient demand to support an international hub.” Additionally, Moody’s pointed out that leverage will increase over time as the airport works through its capital improvement program, which will also increase airlines’ costs above the current levels.

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

- **General Obligation Debt:** The City can issue General Obligation debt, backed by the full faith, credit, and taxing power of the City, and subject to voter approval and adherence to the Commonwealth Constitution. The Constitution limits the amount of the City’s outstanding General Obligation debt to 13.5% of the immediately preceding 10-year average of assessed value of taxable real property, with debt greater than 3% of the preceding 10-year average of assessed value of taxable real property having to get voter approval. This limitation does not include self-supporting General Obligation bonds, which are defined as General Obligation debt incurred for revenue producing capital investments, which are expected to produce excess revenues sufficient to cover debt service on the bonds. As a result of the implementation of the City’s Actual Value Initiative, the assessed value of taxable real estate within the city increased substantially, causing the constitutional debt limit to increase and no longer be the limiting factor on new debt issuance. Nonetheless, the City does not intend to significantly increase borrowing just because the constitutional debt limit has increased. General Obligation debt will still require voter approval, and, as mentioned above, debt service costs need to be funded by the City’s General Fund operating revenue, reducing financial flexibility and resources for City services. In addition, the City follows guidelines for debt issuance that, for example, limit the City to borrowing money for capital projects that result in an asset with a useful life of more than five years (see “How Philadelphia Budgets”). In addition, the City’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 issues tax-supported obligations through the use of its related authorities. The term “City Service Agreement” includes City Service Agreement, City Agreement, Service Contract, and Lease Revenue, and is debt issued by related authorities that is repaid with interest by the City out of the City’s General Fund. Under the City’s Home Rule Charter, City Council may authorize contracts or leases for a period of more than one year that are valid and binding on the City, and City Council is required to make subsequent annual appropriations sufficient to make payments under that contract or lease. While the contract or rental payments are payable only out of current revenues of the City, each Service Agreement provides that so long as any of the bonds under it remain outstanding, or sufficient money for the full payment of the bonds is held in trust, the City is obligated to pay the contract payments absolutely and unconditionally. Because of this, Moody’s, S&P, and Fitch rate the City’s Service Agreement debt with identical ratings as the City’s General Obligation bonds. The City may use the Philadelphia Authority for Industrial Development (PAID), the Philadelphia Municipal Authority (PMA), the Philadelphia Energy Authority (PEA) or the Philadelphia Redevelopment Authority (PRA) to issue Service Agreement debt. Service Agreement debt is not subject to the constitutional debt limit, but is subject to the limits included in the City’s debt policy.
- **Tax and Revenue Anticipation Notes (TRANs):** The City cannot absorb the normal disparate timing of receipts and expenditures without borrowing money on a short-term basis to meet its cash flow needs within the fiscal year. The City has issued notes in anticipation of the receipt of income by the General Fund – TRANs – in each fiscal year since FY72 (with two exceptions, including FY19). Each note issue was repaid when due prior to the end of the fiscal year of issuance. TRANs are limited by Federal Tax Law, which requires that any yearly issuance be limited to the maximum monthly deficit and 5% of annual General Fund expenditures. The increase or decrease in TRAN size is one indicator of weakening or strengthening cash position. The size of the City’s TRAN borrowings remained fairly consistent from FY14 through FY18. From borrowing \$130 million in each of FY14 and FY15, the cash borrowings in both FY 16 and FY 17 increased to \$175 million, due in part to uncertainty surrounding the State budget. The FY18 borrowing was reduced to \$125 million due to revenue growth over prior years. The City’s cash position was strong enough in FY19 to allow it to forego issuing TRANs. FY20’s cash borrowing is conservatively projected to be \$150 million, but the size of that borrowing will be revaluated towards the end of FY19.
- **Revenue Bonds:** The City Treasurer also oversees the issuance of revenue bonds for the Water Fund, the Aviation Fund, and the Philadelphia Gas Works. These bonds are paid for by revenues collected by

each respective enterprise. These revenue bonds are not included in the City’s calculations of the constitutional debt limit on General Obligation debt because they are paid entirely from non-General Fund revenue sources. Debt limits for revenue bonds are established in the general bond ordinances for each credit.

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

Bonded Debt - City of Philadelphia and Component Units (June 30, 2018)	
(\$ Thousands)	
General Obligation and PICA Bonds	
General Obligation (GO) Bonds	\$1,609,725
PA Intergovernmental Cooperation Authority (PICA) ²⁸	\$168,505
Subtotal: GO and PICA bonds	\$1,778,230
Other Long-Term Debt-Related Obligations	
Philadelphia Municipal Authority (PMA)	
Criminal Justice Center	\$9,180
Juvenile Justice Center	\$84,625
Public Safety Campus	\$63,830
Energy Conservation	\$9,180
Subtotal: PMA	\$166,815
Philadelphia Authority for Industrial Development (PAID)	
Pension capital appreciation bonds	\$390,428
Pension fixed rate bonds	\$761,655
Stadiums	\$248,780
Library	\$4,955
Cultural and Commercial Corridor	\$85,015
One Parkway	\$27,550
Affordable Housing	\$52,910
400 N. Broad ²⁹	\$250,544
Art Museum	\$10,310
Subtotal: PAID	\$1,832,147
Philadelphia Parking Authority (PPA)	\$10,930
Philadelphia Redevelopment Authority (PRA)	\$166,535
Subtotal: PPA and PRA	\$177,465
Revenue Bonds	
Water Fund	\$1,824,507
Aviation Fund	\$1,597,170
Gas Works	\$1,041,780
Subtotal: Revenue bonds	\$4,463,457
Grand Total	\$8,418,114

At the end of FY18, the City had \$8.418 billion in long-term debt outstanding, including \$1.610 billion in outstanding General Obligation Bonds, \$169 million in PICA bonds, \$2.176 billion in other long-term debt-related obligations, and \$4.463 billion in Revenue bonds.³⁰ Of the total balance of City tax-supported General Obligation bonds issued and outstanding on July 30, 2018, approximately 26% is scheduled to

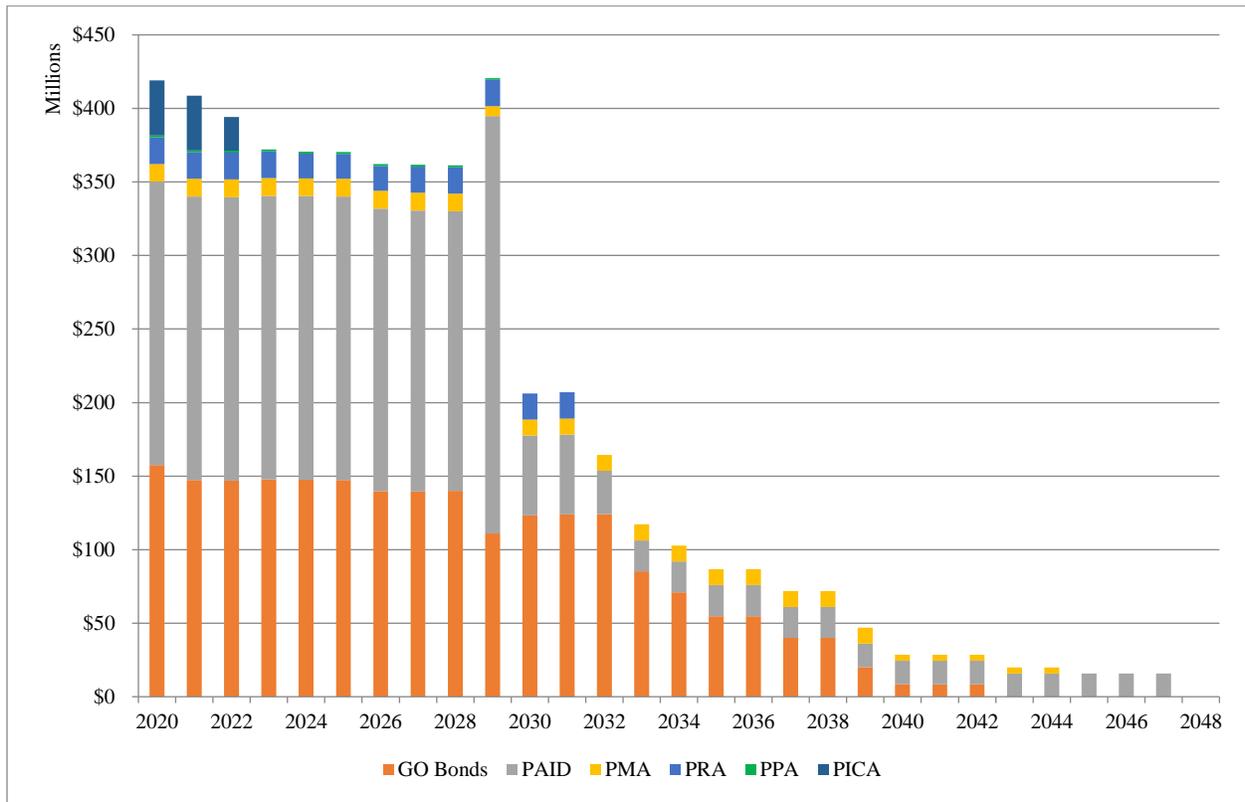
²⁸ In Fiscal Year 1992, the PICA Act authorized the City to impose a tax for the sole and exclusive purposes of PICA. The PICA Act authorizes PICA to pledge the PICA Tax to secure its bonds and prohibits the Commonwealth and the City from repealing the PICA Tax or reducing its rate while any PICA bonds 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

²⁹ Includes sublease payments of approximately \$15.2 million 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% over the next 20 years.

mature within five fiscal years, and approximately 56% is scheduled to mature within ten fiscal years. Ninety-four percent is fixed-rate debt and six percent, or \$100 million, is hedged variable-rate debt, meaning that interest rates could fluctuate over time. Approximately \$2.5 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% of all outstanding principal scheduled to be repaid within 10 years. Also, the target maximum of variable rate debt is 35%.

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

Annual Debt Service¹



¹Annual debt service due each year includes principal and interest payments.

Year	GO Bonds	PAID	PMA	PRA	PPA	PICA	Total Principal and Interest Due
2020	\$157,461,640	\$192,816,755	\$11,969,192	\$18,107,750	\$1,337,800	\$37,319,600	\$419,012,738
2021	\$147,223,484	\$192,824,609	\$12,041,385	\$18,104,250	\$1,336,288	\$37,179,750	\$408,709,766
2022	\$146,864,321	\$192,829,225	\$12,048,729	\$18,110,250	\$1,337,725	\$23,076,000	\$394,266,250
2023	\$147,743,096	\$192,837,032	\$12,037,302	\$18,109,000	\$1,336,856	\$0	\$372,063,286
2024	\$147,559,396	\$192,848,444	\$12,036,978	\$16,864,500	\$1,333,681	\$0	\$370,642,999
2025	\$147,317,253	\$192,861,046	\$12,042,719	\$16,867,500	\$1,333,200	\$0	\$370,421,718
2026	\$139,843,956	\$192,057,501	\$12,041,130	\$16,867,250	\$1,333,863	\$0	\$362,143,699
2027	\$139,549,790	\$190,985,126	\$12,043,997	\$17,797,500	\$1,336,638	\$0	\$361,713,050
2028	\$139,941,322	\$190,130,585	\$12,035,408	\$17,795,250	\$1,336,263	\$0	\$361,238,828
2029	\$111,031,776	\$283,870,940 ³¹	\$6,697,738 ³²	\$17,793,250	\$1,257,738	\$0	\$420,651,440
2030	\$123,252,449	\$54,258,886	\$10,864,981	\$17,799,750	\$0	\$0	\$206,176,066
2031	\$124,008,422	\$54,270,005	\$10,868,231	\$17,797,500	\$0	\$0	\$206,944,158
2032	\$124,087,084	\$29,455,875	\$10,867,031	\$0	\$0	\$0	\$164,409,990
2033	\$85,267,806	\$21,025,875	\$10,871,281	\$0	\$0	\$0	\$117,164,963
2034	\$70,931,969	\$21,027,500	\$10,864,981	\$0	\$0	\$0	\$102,824,450
2035	\$54,827,938	\$21,028,750	\$10,867,931	\$0	\$0	\$0	\$86,724,619
2036	\$54,819,700	\$21,028,000	\$10,865,556	\$0	\$0	\$0	\$86,713,256
2037	\$39,954,200	\$21,028,625	\$10,865,394	\$0	\$0	\$0	\$71,848,219
2038	\$40,039,825	\$21,024,000	\$10,866,488	\$0	\$0	\$0	\$71,930,313
2039	\$20,211,225	\$15,902,750	\$10,869,075	\$0	\$0	\$0	\$46,983,050
2040	\$8,539,500	\$15,899,500	\$4,075,638	\$0	\$0	\$0	\$28,514,638
2041	\$8,539,875	\$15,899,000	\$4,074,963	\$0	\$0	\$0	\$28,513,838
2042	\$8,543,375	\$15,899,750	\$4,073,338	\$0	\$0	\$0	\$28,516,463
2043	\$0	\$15,900,250	\$4,075,550	\$0	\$0	\$0	\$19,975,800
2044	\$0	\$15,899,000	\$4,076,175	\$0	\$0	\$0	\$19,975,175
2045	\$0	\$15,899,375	\$0	\$0	\$0	\$0	\$15,899,375
2046	\$0	\$15,899,625	\$0	\$0	\$0	\$0	\$15,899,625
2047	\$0	\$15,902,875	\$0	\$0	\$0	\$0	\$15,902,875
2048	\$0	\$0	\$0	\$0	\$0	\$0	\$0

³¹ The increase in PAID debt service on 2029 is due to the large principal payment associated with the final maturity of the Pension Bonds that were issued in 1999.

³² The City has structured its recent borrowings to minimize debt service in 2029 to mitigate the impact of the aforementioned large Pension Bond payment in that year.

AGENCY OUTLOOK

ART MUSEUM

MISSION

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

ACCOMPLISHMENTS

Education Programs: Despite continued spatial challenges due to construction, the Museum remains committed to expanding and strengthening its nationally-recognized educational programming, for the benefit of regional youth. This year marked the second year of the Museum’s newest educational program, *Sherlock*, after it proved successful in its inaugural year. The program aims to encourage students’ development of critical and creative thinking and communication and collaboration skills. This is accomplished through investigation and discussion of artwork at the Museum and in classrooms over the course of eight lessons for fifth- and sixth-grade students. Two lessons take place in the classroom and six lessons take place in the Museum’s galleries. All participating classes have free admission and free buses. The program is now being offered in seven School District of Philadelphia schools and two archdiocese schools. During the first year of the *Sherlock* program, PMA served 240 School District students, each of whom visited the museum eight times, and this year, PMA is serving 420 District students.

The preliminary results of the *Sherlock* program have been very positive. An evaluation done at the end of last school year showed that the *Sherlock* program is highly valued by the teachers who participated in the pilot program. Teachers were attracted to the program because of the skills the PMA is working to cultivate in students, particularly, close looking as well as critical and creative thinking. In interviews, teachers often described effects they saw on their students as a result of the program. Beyond these skills, teachers also reported seeing great growth in individual students, particularly in students’ confidence and self-esteem, and derived much inspiration from networking and learning from fellow teachers in their cohort.

Additionally, the Museum continued to deepen its relationship with fellow Parkway resident and cultural organization, the Free Library of Philadelphia. The Museum and Library have a longstanding partnership and for several years have co-hosted important community programs. One example of this relationship is the Words at Play program, which focuses on helping low-to-moderate-income families living in North Philadelphia neighborhoods acquire knowledge and skills to support their preschool-aged-children’s vocabulary development and prepare for their success in kindergarten and beyond. Additionally, the two organizations partnered on a joint professional development program, offered to early childhood educators from the School District, encouraging educators to use cooking and art to support early literacy skills in their classrooms. Now in its second year, the full-day workshop, *Cooking & Art*, joined the Museum’s Looks and Picture Books program with the Library’s Culinary Literacy Center and has served 150 early childhood educators to date.

Lastly, the two organizations continued the longstanding partnership of providing free museum admission for up to six family members for those participating in the Library’s summer reading program through Summer Reading Passes. For the past six years, this free admission has included the Museum’s popular *Art Splash* program, which encourages creative intergenerational play to help adults and children learn together. The 2018 *Art Splash* was programmed in connection with the *Modern Times* exhibition and was titled Bright Lights, Little City. The theme encouraged families to think about how to make cities great and was hosted on the balcony of the Museum. More than 39,000 visitors participated in the *Art Splash* program during its two-month run. Nearly 2,500 visitors utilized the Summer Reading Passes.

This year the Museum expanded its accessibility programming, specifically in working with families with children on the autism spectrum. The Museum became the first art museum in the country to utilize a sensory-friendly application, which is designed to help families with children on the autism spectrum prepare for a day at the Museum. This application provides digital tools and resources to help families that include children with disabilities have a successful visit to the museum. Additionally, the Museum hosted its second annual series of Sensory Friendly Mornings during Art Splash. During these mornings, the Museum opens an hour early and provides specifically-designed offerings and accommodations with trained occupational therapists.

Finally, this year marked the first year of the Museum's participation in the Mellon Foundation Undergraduate Curatorial Fellowship Program. The program seeks to address the national lack of diversity in museum staffing by providing specialized training in the curatorial field for students from nontraditional backgrounds. In the summer of 2018, 15 students from colleges and universities around the region participated in a one-week immersive program designed to provide a rich experience in the museum environment and expose students to career options related to art and art history, with an emphasis on the curatorial field. A majority of the 15 students self-identified as belonging to a historically underrepresented group and several were also first-generation college students. At the end of that week, two of the participants were selected for a two-year, paid fellowship at the Museum working with curators and staff on exhibitions, collections and programs. The selected students were from Bryn Mawr and LaSalle University. Additionally, a third student was hired for a separate fellowship working on an upcoming exhibition featuring works of art by African American artists in the south. Both of the fellows who were selected as two-year fellows are women of color, and the third student who was selected for a separate fellowship at the museum is also a young woman of color.

Exhibition Program and Attendance: Despite ongoing, disruptive construction, the Museum's exhibition program remains strong and attendance continues to be higher than anticipated. In FY18, the Museum welcomed 719,622 visitors, surpassing the Museum's FY18 attendance goal by 12%.

As construction continues, the Museum is utilizing the opportunity to highlight the diversity and breadth of its own collection through acclaimed exhibitions. The spring season opened with *Modern Times: American Art*, which hosted 154,922 visitors over four and a half months. Currently on view is *Fabulous Fashion*, which showcases the Museum's outstanding costume collection that spans from the 1940s to the present.

This year also marked the first year of the new Future Fields Commission in Time-Based Media, a collaborative initiative with the Fondazione Sandretto Re Redbaudengo in Turin, Italy, to jointly commission and acquire new work by artists who are active in video, film, performance, and sound. The Commission supports the creation and production of a new work every two years that will be presented at both the Museum and the Fondazione. The Commission aims to give unprecedented opportunities to international artists who are exploring new territory in experimental modes of contemporary art. An American artist, Rachel Rose, was the inaugural recipient of the Future Fields Commission. Her work *Wil-o-Wisp* opened at the Museum in May of 2018.

Other interesting and groundbreaking exhibitions hosted at the Museum this year include *Larry Fink: The Boxing Photographs*, which featured some of Philadelphia's own local boxers at the city's famed Blue Horizon; and *Yael Bartana: And Europe Will Be Stunned*, an immersive exhibition, which reimagines the historical narratives to spur a dialogue about urgent social and geopolitical issues of the present day. In conjunction with this exhibition, the artist realized a new site-specific public performance at Independence National Historical Park and the Museum, titled *Bury Our Weapons, Not Our Bodies!*

Construction Projects: In the second year of construction on the Core Project, the Museum reached significant milestones. In October, the Museum opened the first of its new spaces, including the cafeteria, multipurpose room, and the new restaurant, Stir. The Core Project is now 50% complete and the Museum anticipates opening the new North Entrance in spring of 2019. Through a unique private/public partnership among the Philadelphia Museum of Art, Philadelphia Energy Authority, and the City of Philadelphia,

construction also commenced on the energy efficiency project, a key component of the City’s Municipal Energy Master Plan. The energy efficiency retrofit is expected to result in \$750,000 in avoided utility costs in the Art Museum buildings.

PLANS FOR FISCAL YEARS 2020-2024

The conclusion of the Museum’s Core Project and the re-introduction of the Museum to the public are scheduled to occur in 2020. At the conclusion of the project, the Museum will be more welcoming and navigable with three public entrances, including two Americans with Disabilities Act (ADA)-compliant entrances, two new classrooms, new restroom facilities, 23,000 square feet of new gallery space for American and Contemporary art, and re-interpreted and renovated galleries throughout the Main Building. In addition to what the public will see and experience, the Museum will have upgraded and modernized systems that will reduce energy costs.



The Vaulted Walkway, one of the city’s great architectural spaces, is currently under construction.

With the addition of 90,000 square feet of recaptured public space, the Museum will have the capacity to welcome more visitors, including school students, on an annual basis. To

that end, the Museum has set an aspirational annual attendance goal of one million visitors following the conclusion of the Core Project. Additionally, with the added space, including designated classroom across from the Vaulted Walkway which runs the length of the building and connects Kelly Drive with the Spring Garden Street bridge; additional bathrooms; and a more efficient way of moving students around the museum, the PMA anticipates being able to double the number of students that it can accommodate through school programs, resulting in approximately 120,000 students annually.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Continue to serve tens of thousands of Philadelphia district and charter schoolchildren while preparing for the completion of the Core Project, despite spatial challenges due to construction. • Decrease energy usage as a result of the energy efficiency project. • Maintain building security, operating and maintenance costs under \$10 per square foot. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of student visits from Philadelphia District-Operated and Charter Schools ¹	22,963	11,983	20,000	23,000
Security costs per square foot ²	\$4.78	N/A	\$4.73	\$4.73
Maintenance and operating costs per square foot ²	\$3.44	N/A	\$3.64	\$3.64

¹ Although PMA anticipates lower overall student attendance during the years of construction, PMA has prioritized maintaining broad access of the Museum and its resources to School District of Philadelphia students, as a demonstration of the Museum’s strong commitment to and partnership with the School District of Philadelphia and City of Philadelphia.

² This is an annual measure, so FY19 data will be available at year-end.

ARTS, CULTURE AND THE CREATIVE ECONOMY

MISSION

The mission of the Office of Arts, Culture and the Creative Economy (OACCE) is to close the gap in access to quality cultural experiences and creative expression through the support and promotion of arts, culture and the creative industries, link local artists and cultural organizations to resources and opportunities, and preserve the City's public art assets.

ACCOMPLISHMENTS

In FY18, OACCE continued to leverage arts, culture, and creativity to advance the Administration's mission to use equity to strengthen every neighborhood; and worked with City offices and local arts organizations to deliver quality accessible cultural experiences and opportunities in the city's neighborhoods. The Office worked with nearly 150 partners, including City departments, arts organizations, and community groups, supported close to 1,200 artists, and directly served 135,000 Philadelphians. OACCE organizes its activities into four categories: Arts in Action, Arts Education and Capacity-Building, Arts in Public and Civic Spaces, and Arts and Creative Connections. Highlights of OACCE's FY18 and early FY19 accomplishments for each program area are outlined below.



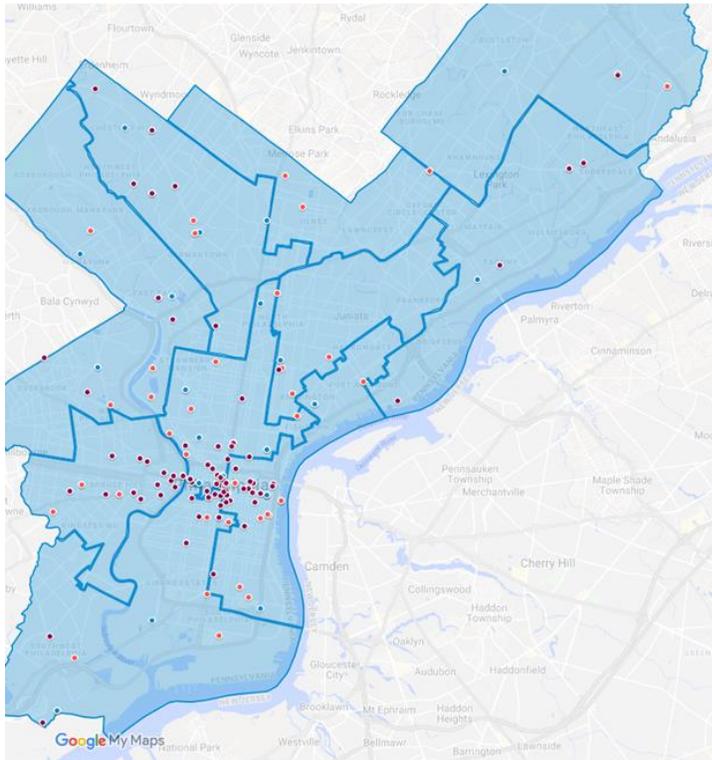
World Music with Daria at the Tookany/Tacony-Frankford Watershed Partnership, a part of the 2018 Performances in Public Spaces series.

Arts in Action: In FY18, OACCE presented 75 free performances and arts activities, including Children's theater at Smith Memorial Playground, Opera in Vernon Park, Jazz at the Ryer's Museum in Burholme Park, and short jazz films from Jim Henson at Athletic Recreation Center, to promote talented Philadelphian artists.

Performances in Public Spaces supports individual artists, collectives, and arts organizations presenting free, quality performances in outdoor neighborhood spaces across Philadelphia in June through October. In FY19, OACCE presented the majority of its 2018 season of Performances in Public Spaces: 45 free events presented by 20 participating artists or organizations, of which 11 were new Performances in Public Spaces participants this year.

In FY18, OACCE implemented *Culture in Neighborhoods* with the city's 12 Community Schools. The partnership was developed in response to the 2018 Community Survey on Education that was distributed by the Mayor's Office of Education. The survey found that arts and music education opportunities were the second-most desired improvement. Students and community members were invited to their local Community School to enjoy free arts and culture activities, including theatrical and musical performances, dance instruction, and a community art exhibition. For FY19, OACCE will increase the number of *Culture*

in *Neighborhood* sites to include Free Library of Philadelphia Branches, Philadelphia Recreation Centers, and Older Adult Centers.



The map reflects the distribution of activities of OACCE's program areas across the city: Art in City Hall exhibition partners (purple), public art commissions and conservation projects (blue), and neighborhood art activities (red).

making and opportunities to learn about creative careers, is a three-day trade-show in March that introduces over 600 seventh-graders in Philadelphia and Norristown to creative industry careers and professionals. OACCE invited all eligible Community Schools to participate and covered the cost of transporting 60 seventh-graders from Southwark and Gompers to and from the *Cool Jobs* venue. The two schools also worked with Fresh Artists to have pre- and post-event in-class visits to make the most of the trip. Additionally, OACCE joined thousands of communities across the country to celebrate the 2018 National Arts in Education Week in September.

OACCE also launched its Get Creative PHL information session series in FY18. These sessions are held every three months in a different neighborhood and introduce Philadelphia artists to OACCE's resources and opportunities to showcase and/or get hired for their talents. Attendees learn about the artist opportunities available for visual artists, performers, cultural organizations and more; including details and instructions and tips about how to apply for these opportunities.

Arts in Public and Civic Spaces: OACCE is the steward of the City of Philadelphia's public art collection, the largest and oldest municipal public art collection in the country. The Office completed 15 conservation projects in FY18 and has 15 active projects to date in FY19. Recent projects include conservation of the *Civil War Soldiers and Sailors Monument* in Germantown, and relocation of *Florentine Lions* to a more prominent location at the Mann Center.

OACCE, along with the Mayor and Managing Director, officially announced the development of the Bethel Burying Ground Historic Site Memorial at the close of FY18. The announcement at what was once the burying ground and is now Weccacoe Playground, was the first of several public events intended to educate

Arts Education and Capacity-Building: With the start of the school year, OACCE celebrated arts in education with the third annual *Arts Education Fair*. The Fair connected more than 500 local teachers, librarians, recreation center leaders, and other education professionals with 72 arts programs from the region. For the second year, OACCE coordinated the Fair with the School District of Philadelphia's professional development day for the art teachers to ensure that local educators could attend. The Fair also marked the debut of *ArtsLink*, a free online resource which allows the connections made during the Fair to take place year-round. *ArtsLink* is a more equitable tool to connect communities to arts enrichment opportunities, such as workshops and classes offered by registered arts organizations.

OACCE continued to support arts education in 2018 by facilitating several career exploration events. *Cool Jobs*, presented by a non-profit that provides youth and children with access to art

the public about the Bethel Burying Ground and engage the surrounding communities in the development of a purposeful portrayal of its history into a physical memorial. OACCE held four public engagement meetings to share the history of the site, its uses, and its significance to Philadelphia, while hearing remarks from neighbors across the city in November and December of 2018. The comments will inform drafting the Call for Artist and will be part of the materials presented to the artists/designers interested in creating a thoughtful public art memorial that identifies this historic site and celebrates the lives of the people buried there.

The City's *Percent for Art Program*, which is mandated by City Ordinance, requires "Aesthetic Ornamentation" be a component of all major City capital projects. The capital project must meet a minimum size threshold of \$1 million. Up to one percent of the project budget shall be set aside for the design and installation of public art for the following types of projects: new buildings and building expansions, and complete renovations of buildings and other significant public spaces. OACCE administers a competitive process and manages implementation of this program throughout the city's neighborhoods, public buildings, parks, and civic spaces. In FY18, OACCE managed 30 projects, of which seven were completed. To date in FY19, OACCE has completed three



Ethereal/Material exhibition in the Art Gallery at City Hall (Room 116).

projects with 20 projects ongoing, and for which 70% of the artists are women or minority. Recently completed projects include the iron gates at the Discovery Center fabricated by Philadelphia Warren Holzman, and the interactive mural and augmented reality application *Resistance: Philadelphia* by Talia Greene at the new City Archives facility at 548 Spring Garden Street.

OACCE's *Art in City Hall* initiative, which establishes a presence for the visual arts in City Hall, also continued over the last year. The initiative showcases juried exhibits from emerging and professional artists, artistic and cultural institutions, and schools and community organizations. In FY18, 36 exhibits and special projects highlighted the work of 150 community organizations, featured works from 1,040 student artists, and supported 616 artists of all skill levels to celebrate the importance of the arts to express community voices.

Arts and Creative Connections: OACCE continued its public engagement and outreach efforts to ensure that as many Philadelphians as possible have equitable access to arts and culture. The *Arts Access Calendar*, a comprehensive, online resource for free cultural events happening across the city, had nearly 5,400 visitors and an average of 1,800 free activities in FY18. Additional outreach efforts included: the *Free This Week!* email campaign, which featured two free calendar events every week and linked OACCE's nearly 39,500 subscribers to the Arts Access Calendar; partnerships with the Free Library of Philadelphia, Philadelphia Recreation Centers, Community Development Corporations, City Council district offices, and other neighborhood resources to distribute printed materials about OACCE and its initiatives to residents;

and revised, neighborhood-specific, calendars for the *Arts in Action* activities to inform residents on events in their neighborhood.

Due to these efforts, OACCE had over 24,500 social media engagements, nearly 275,000-page views on *CreativePHL.org* (a 75% increase from FY18), and a 74% increase in the newsletter mailing list with an open rate of 37% in FY18. OACCE also distributed almost 10,000 postcards and shared more than 100 posters promoting free performances in arts activities across the city.

PLANS FOR FISCAL YEARS 2020-2024

OACCE will continue to celebrate and support the city’s artists and create accessible opportunities for children and adults to participate in meaningful, arts-infused programs and experiences in their neighborhoods. The Office will also continue to partner with City offices and agencies to incorporate arts and cultural programming into their activities to engage communities around opportunities for creativity, and to increase Philadelphians' access to quality arts and cultural experiences. Specifically, OACCE plans the following for FY20:

- Philly Youth Theatre Festival: OACCE will present workshops and professional development opportunities that connect young actors and School District theater teachers to professional actors and local theater companies. FY18 was used to meet and engage with local theater groups, teachers, and students to learn what opportunities would best nurture the pipeline and growth of the city’s theater community.
- Percent for Art 60th Anniversary: OACCE will develop a campaign and anchor event to celebrate the 60th anniversary of the first municipal Percent for Art Program in the country.
- Rebuild and Arts Integration: OACCE, in collaboration and coordination with the Rebuild team, will work to connect local artists and creative organizations to opportunities for involvement in Rebuild projects.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Increase the number of City-owned buildings and spaces (i.e. libraries, recreation centers, parks) hosting OACCE’s free arts and culture experiences (performances, dance instruction, art-making, etc.). • Enhance the communication strategy to reach more Philadelphians and increase participation in OACCE’s neighborhood-based activities. • Continue to create and support arts enrichment opportunities for Philadelphia youth. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of performances ¹	75	56	65	65
Number of students engaged	1,800	1,407	1,800	1,800
Number of artists supported ²	1,151	493	1,000	1,000
Attendance to OACCE’s activities ³	135,000	58,354	150,000	150,000
Social media engagement ⁴	24,561	7,925	20,000	20,000

¹ In FY18, OACCE did an aggressive number of performances (including 10 in July 2017) and resolved to focus resources to invest in more quality events and increased attendance in ensuing years.

² This is the number of artists with whom OACCE works and whom OACCE hires.

³ This is an estimated attendance count. OACCE attends many events to conduct counts. Performers also provide attendance numbers, and the Gallery has a counter on its door. OACCE also uses a formula to track visitors to non-gallery displays.

⁴ This is a combination of Twitter and Facebook engagement and reflects digital public engagement to compliment in-person attendance engagement. Social media engagement is the sum of comments/mentions and likes per post on Facebook and Twitter.

AVIATION

MISSION

Proudly Connecting Philadelphia with the World! The Division of Aviation (the Division) is comprised of the Philadelphia International Airport (PHL) and the Northeast Philadelphia Airport (PNE) (PHL and PNE, collectively “the Airport”). The Division is a self-sustaining entity operating without the use of local tax dollars while generating over \$15 billion of economic activity for the region. In its endeavor to be a world class global gateway of choice for the city and the region, the Division partners with its stakeholders to provide guests a safe, secure, clean, modern and convenient air travel experience. In addition to helping people get to where they need to go, travelers through our gateway have opportunities to experience a wide variety of products and services that in many cases are distinctly and uniquely Philadelphia.

ACCOMPLISHMENTS

Air Service: The Philadelphia International Airport continues its efforts to satisfy customers by working with existing and new airline partners to expand air service offerings, including new air service destinations. At the close of 2018, PHL had service to 141 non-stop domestic and international destinations. Scheduled departing seats to domestic destinations are projected to increase by 5.9% in FY19. New destinations include: Asheville, North Carolina; Chattanooga, Tennessee; and the Florida cities of Key West, Melbourne, and Sarasota. Scheduled departing seats to international destinations are expected to increase 4.6% in FY19 as American Airlines plans to add Edinburgh (April 2019), Berlin (June 2019), Bologna (June 2019) and Dubrovnik (June 2019) in addition to realizing a full year of American’s reinstated year-round Zurich flight. American expanded seasonal service to Quebec City and Halifax, Nova Scotia, as well as year-round service to Ottawa in FY19. The data also reflects a full year of service for the Aer Lingus flight, which was launched late in FY18, as well as new service from Frontier to Montego Bay, Jamaica (February 2019). Additionally, capacity was expanded on Icelandair to Reykjavik as well as British Airways to London Heathrow in FY19.



The newly constructed Quiet Room at PHL’s Terminal D/E Connector.

Customer Experience: In August 2018, PHL dedicated a 315-square foot Quiet Room located post-security in the Terminal D/E connector for passengers who desire a place for solitude or meditation. Also in August 2018, the United Service Organizations (USO) of Pennsylvania and Southern New Jersey opened a new Liberty USO center in Terminal E. The 4,600-square-foot center has an open layout, high ceilings and views of the airfield. The center is staffed by 250 volunteers and is open to all active duty service members, reservists, National Guard, dependent family members, and retirees. Additionally, three Lactation Suites opened in terminals A-West, B, and F, providing a private, clean, safe place to pump or breastfeed while traveling.

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

Capital Updates: In August 2018, PHL opened the 1,500-foot extension of Runway 9R-27L, increasing the runway length to 12,000 feet, and adding a network of taxiway improvements. Other completed runway-related improvements included the relocation and replacement of the Runway 9R Localizer; the relocation of the Runway 27L Glide Slope; the upgrade of airfield lighting; and the relocation of existing aircraft fuel pipelines that cross the airfield. PHL is completing the final stage of the extension of taxiway work, which is expected to open in June 2019. Once completed, PHL will gain additional stage-length for departing aircraft on Runway 27L, and the additional taxiway network will allow for better management of aircraft movements on the airfield.

Sustainability: In FY18, PHL worked the City’s Office of Sustainability to complete an Energy and Emissions Reduction Strategy that closely aligns with the City’s Municipal Energy Plan, which calls for a 50% reduction in greenhouse gas emissions and a commitment to purchase or generate 100% renewable electricity by 2030. Energy initiatives completed in FY18 include replacement of more than 2,000 T12 fixtures to LED lighting throughout the terminals. Also, in FY18, PHL switched from diesel to Compressed Natural Gas (CNG) for its parking shuttle bus fleet. This initiative helps the Airport’s goal to reduce greenhouse gas emissions and fossil fuel used in fleets that are within the Airport’s control.

PLANS FOR FISCAL YEARS 2020-2024

The Airport is updating its Airport Master Plan in 2020 to better guide future development and to establish airfield, terminal, and landside triggers, planning timelines and schedules to support long-term initiatives. The Airport is also revitalizing its information technology infrastructure to ensure for a secure, efficient and scalable platform.

Future sustainability initiatives include a pilot green-roof at the Terminal D-E connector, and the design and installation of new landscaping and stormwater improvements along PHL’s gateway areas.



Entrance to the newly constructed Liberty USO lounge at PHL’s Terminal E.

Currently, 80% of PHL’s tradespeople are eligible for retirement, while 21% of PHL’s trades positions are vacant. In addition, there is a nationwide deficit of skilled trades’ workers according to the United States Bureau of Labor Statistics. Therefore, PHL’s five-year initiative to combat these issues is twofold: one, develop an in- house Apprenticeship Program, (currently the Division is working with the Office of Human Resources to structure the program); and two, institute a Trades Bridge Program, where PHL will partner with trade schools to offer training for the Division’s unskilled laborers. This will give those employees the opportunity for upward mobility by allowing them to maintain employment while going to school.

FY20 Strategic Goals

- Add four Dreamliner-capable gates by the end of FY20.
- Achieve a 5% year-over-year reduction in reactive maintenance work orders.
- Decrease vacancy rate.

FY20 Performance Measures

Measure ¹	FY18 Actual	FY19 YTD (Q1 only)	FY19 Target	FY20 Target
Enplaned passengers (million)	15.25	4.28	15.36	16.36
Operations (# arrivals and departures)	371,397	100,119	368,000	395,000
Freight and mail cargo (tons)	510,431	137,243	515,000	651,000
Non-airline revenue (\$ million)	\$137.20	\$37.36	\$136.00	\$147.00
Retail/beverage sales (\$ million)	\$208.67	\$62.00	\$212.00	\$224.00

¹ All measures are reported on a lagging basis (one quarter behind the current quarter being reported).

BEHAVIORAL HEALTH

MISSION

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

ACCOMPLISHMENTS



DBHIDS Commissioner marches with 30,000 others in the 2018 Pro-Act Recover Walk.

Over the past year, DBHIDS has worked to enable Philadelphians to live healthy, safe, and successful lives by focusing on improving social and emotional health; addressing social determinants of health that combine to impact wellness; and improving access to behavioral health treatment, services and supports for individuals with intellectual disabilities, as well as infants and toddlers, birth to three.

Combating the Opioid Epidemic: In FY18, DBHIDS continued to support the City and its partners in combatting the effects of the Opioid Epidemic. The recommendations of the City’s Task Force to Combat the Opioid Epidemic, which provide actionable, evidence-based steps the City and its

partners can take to reduce the harmful effects of opioids in Philadelphia, serve as a blueprint for this work. One of the ways that DBHIDS has worked to address these recommendations is to ensure that individuals with Opioid Use Disorder (OUD) have access to treatment and, to the extent possible, that treatment is available on demand. In FY19, DHS opened Access Point, a 24-hour treatment center run out of the Northeast Treatment Center, behavioral health and social services non-profit in North Philadelphia. Access Point provides assessment, stabilization, and referrals with “warm hand-offs,” which involve the transfer of care between two members of a health care team to close gaps in care for an individual. DBHIDS also increased funding to the Temple/Episcopal Crisis Response Center to enhance services connecting individuals to community providers of Substance Use Disorder (SUD) treatment and to increase the number of individuals who can be served.

In addition to expanding access to treatment, DBHIDS has also worked to increase the availability and use of Medication-Assisted Treatment (MAT), an evidence-based treatment for OUD; to increase the capacity of recovery and therapy programs; to expand “housing first” supportive treatment services, which connect individuals to permanent housing without preconditions and barriers to entry; and to train its own staff, service provider personnel and community members on how to use the overdose reversal drug, naloxone.

Other steps taken to combat the Opioid Epidemic include collaborating with the Department of Public Health (DPH), the University of Pennsylvania’s Center for Mental Health Policy and Research, and Philadelphia’s four Medicaid Insurance Companies to promote appropriate prescribing practices. Together, these entities formed the Philadelphia Medicaid Prescriber Dashboard Initiative in 2017. Through a series

of unique mailings distributed to prescribers in the Medicaid population in December 2017 and July 2018, the Initiative has provided data to medical professionals about their prescribing patterns and how they rank compared to the “average” prescriber of the same specialty. Also in 2018, Community Behavioral Health (CBH) hosted a Pennsylvania Department of Health-sponsored 3-credit Continuing Medical Education opportunity that focused on evidence-based prescribing tools to fight the opioid epidemic.

In 2018, DBHIDS participated in the Philadelphia Resilience Project, a response to the Mayor’s Executive Order to address opioid use disorder in Kensington and city-wide. During 2018, the City led a successful pilot to resolve homeless encampments in the Kensington area that has resulted in four tunnels being cleared and treatment and housing support being offered to hundreds of individuals who had previously lived there.

Implementation of the new Children’s Crisis Response Continuum for Children and Youth: In FY18, DBHIDS implemented a new set of resources to enhance the support provided to children under 18 who are experiencing a behavioral health crisis. Children and their families can now access urgent same-day behavioral health evaluations, receive consultation and intervention as needed through a crisis line, get support to stabilize an acute crisis, or receive behavioral health assessments. These services, along with three mobile crisis teams and three mobile intervention services teams that were launched in January 2018, provide children and families with a comprehensive continuum of crisis-oriented services. As of November 2018, the teams have served over 700 children and families. With the implementation of these services, in addition to other strategies to increase access to community services and decrease reliance on restrictive treatment in acute inpatient settings, there has been a consistent downward trend of children needing to go into a higher level of care, such as acute inpatient hospitalization, with 118 fewer children hospitalized in acute inpatient settings than in November of 2017.

Expanding Resources for People in the Criminal Justice System: Over the past year, DBHIDS has continued to create systems and supports to ensure that justice-involved individuals with behavioral health challenges have the same quality of life and opportunities to access health care, housing, and employment as all Philadelphia residents. Programs created by DBHIDS are designed to connect justice-involved individuals to appropriate mental health and co-occurring disorder care and support. DBHIDS is also actively involved in the City’s MacArthur Safety and Justice Challenge work for the behavioral health and justice-involved population and the Stepping Up initiative, which is designed to reduce the number of individuals with serious mental illness in Philadelphia Department of Prisons (PDP) custody.

Expanding Housing and Supports for Individuals: In FY18, through its Housing and Residential Services unit, in partnership with OHS, DBHIDS provided 35 Shallow Rent subsidies, which support individuals who have a reliable income (either through benefits or employment) in maintaining their housing. DBHIDS has also provided 400 individuals and families with four-year housing subsidies and at least 50 individuals and families with housing vouchers. In partnership with the Philadelphia Housing Authority (PHA), DBHIDS has connected families coming out of the Behavioral Health and Treatment System with permanent housing and utilized funding from the US Department of Housing and Urban Development (HUD) to develop and subsidize rental housing with supportive services for very low and extremely-low-income adults with disabilities.

Strengthening Support for Infants and Toddlers with Developmental Delays: DBHIDS continues to partner with the DPH’s health centers to engage in the Child Find Initiative. Child Find is a Pennsylvania legal mandate that requires DBHIDS to identify children for assessment by Infant Toddler Early Intervention (EI) program. In FY18, DBHIDS referred 7,203 children to EI Intake, 149 of whom were referred from Public Health centers. DBHIDS also launched a campaign informing Philadelphia Neonatal Intensive Care Units (NICUS) of Infant Toddler EI program. This year, DBHIDS saw an increase in the number of referrals from Neonatal Intensive Care Units (NICUs), from 59 referrals in FY17 to 159 referrals in FY18.

Connecting Individuals with an Intellectual disAbility with Employment and Other Services: DBHIDS believes that everyone has the right to work and is committed to making the Commonwealth’s Employment First initiative, which strives to make employment the first and preferred outcome for all working age

individuals with disAbilities, a reality in Philadelphia. In FY18, nearly 600 people received supported employment services, of which 73% received employment. Through the Philadelphia Transition Coordinating Council, which seeks to effectively plan and facilitate the successful transition of students with disAbilities from school to adult life, DBHIDS continues to strengthen partnerships with families of youth with disAbilities, educators, service providers and employers.



DBHIDS strengthens supports for infants and toddlers who have developmental delays.

Connecting Individuals with Behavioral Health Challenges to Employment: In a parallel effort, DBHIDS is one of the many departments in the City that has partnered with First Step Staffing, a non-profit that works to secure sustainable income for individuals transitioning from homelessness. DBHIDS offers additional services, such as job/life coaching, subsidized transportation options, and housing placement assistance, to ensure that individuals remain employed and housed. From January through November 2018, 207 people were hired at

Fostering Ongoing Community Conversations Through Network of Neighbors: DBHIDS's Network of Neighbors Responding to Violence was founded in June 2016 and is a network of trained community members with various backgrounds and expertise who support communities after a violent or traumatic incident. In FY18, the Network of Neighbors supported almost 450 people with Post-Traumatic Stress Management Interventions. The Network also provided outreach, trainings, presentations, and technical assistance to over 1,000 individuals.

PLANS FOR FISCAL YEARS 2020-2024

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

Prioritizing to Address Our Changing Environment (PACE): To facilitate the next phase of the department's evolution, DBHIDS is developing a strategic framework and creating a five-year strategic plan. This road map will align the efforts of DBHIDS divisions to support the wellness of all Philadelphians. Additionally, it will connect with strategic plans developed by the Managing Director's Office's Health and Human Services (HHS) Cabinet, the Mayor's Office, and the Commonwealth while maintaining a commitment to promoting recovery, resilience, and self-determination, consistent with the department's population health approach. DBHIDS' strategic planning process will center around five areas: Prevention and Early Intervention, Treatment and Services, Health Economics, Infrastructure and Intelligence, and Innovation. The strategic plan will ensure that DBHIDS is positioned to address emerging community needs and challenges.

Addressing the Opioid Crisis: DBHIDS is committed to increasing treatment options for individuals with OUD, in alignment with the Philadelphia Resilience Project. Over the next year and beyond, DBHIDS plans to increase the number of providers offering warm hand-offs and MAT for opioid use, as well as the number

of unsheltered individuals accessing services and/or treatment. The Proposed FY20-24 Five Year Plan includes \$6.5 million over the life of the Plan for outreach, recovery housing, and supports for expanded syringe exchange.

Children Services: DBHIDS plans to continue work on the Support Team for Education Partnership (STEP) Project, which is a partnership between the School District of Philadelphia, the City of Philadelphia, and DBHIDS that aims to ensure wellness for all youth and families by identifying drivers of behavioral issues early and connecting children and families to appropriate resources to result in reduced missed instructional time, prevent children from going into crisis, and to build resiliency.



Expanding Services and Outreach to Immigrant Communities: DBHIDS has partnered with key community providers and organizations to provide services that are identifiable and accessible for Philadelphia's immigrant and refugee communities. In FY19, DBHIDS has identified, engaged, and is ready to partner with ten immigrant and refugee-led organizations to conduct additional listening sessions to disseminate DBHIDS Resource Guides and Healthy Minds Philly information, with the goal of reaching 500 additional immigrants and refugees from Eastern Europe, South Asia, Latin and Central America, who mostly reside in the North and Northeast section Philadelphia.

DBHIDS improves social and economic health while addressing social determinants of health at the School District of Philadelphia.

Connecting Individuals with an Intellectual disAbility with Employment and Other Services: By FY23, DBHIDS hopes to increase the number of people who are receiving employment supports by 15 percent and the number who have jobs by 10 percent.

Provide Comprehensive Services Across the Care Continuum: DBHIDS implemented the Behavioral Health Consultant (BHC) Model, which allows individuals to access behavioral health care as part of their primary visit, across Federally Qualified Health Centers (FQHCs), and by 2017, 40 FQHCs and FQHCs look-alikes across Philadelphia were delivering behavioral health services utilizing this model.

Tobacco Recovery and Wellness Initiative (TWRI): The TRWI aims to address tobacco use and recovery in behavioral health settings. DBHIDS initially targeted its contracted acute inpatient psychiatric providers and in 2017, expanded to its contracted residential drug and alcohol providers with the goal of becoming tobacco-free by January 2019. This goal has been met and in February 2019, DBHIDS will expand this initiative to outpatient mental health and substance use providers. Cessation counseling and treatment is offered as part of this program.

DBHIDS understands the social determinants of health, including unemployment, poverty, criminal justice, education, and physical and behavioral health. DBHIDS will continue to partner with a variety of stakeholders, including City agencies and community support programs, to meet the needs of individuals receiving behavioral health services in Philadelphia.

FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Unduplicated persons served in all community-based services, including outpatient services ¹	114,995	82,948	90,000	95,000
Number of admissions to out-of-state residential treatment facilities ^{2,3}	69	27	50	50
Number of admissions to residential treatment facilities ²	470	151	600	600
Percent of follow-up within 30 days of discharge from an inpatient psychiatric facility (adults) ⁴	48.3%	47.4%	50.0%	50.0%
Percent of readmission within 30 days to inpatient psychiatric facility (Substance Abuse & non-Substance Abuse) (adults) ⁵	12.9%	14.2%	15.0%	15.0%
Percent of follow-up within 30 days of discharge from an inpatient psychiatric facility (children) ⁴	76.2%	81.7%	80.0%	80.0%
Percent of readmission within 30 days to inpatient psychiatric facility (Substance Abuse & non-Substance Abuse) (children) ⁶	8.4%	8.5%	10.0%	10.0%

¹ This is a cumulative measure with the highest number of unique clients reported in the first quarter. This measure now includes all community-based treatment across DBHIDS (Outpatient, Family Services, Wrap-Around, School Services, Case Management, etc.). The number of unique members for Q2 is within the range of what is expected.

² Clients are unduplicated within the quarter, and the goal is to be below the target. The year-to-date total may contain duplicated clients if they were served in multiple quarters.

³ DBHIDS's goal is to treat all of the children needing services within the state and not have to look to out-of-state alternatives, so the goal is to keep this number low.

⁴ This measure includes discharges to ambulatory, non-bed-based care. The Department has a robust community-based continuum of care that includes Federally Qualified Health Centers (FQHCs), housing supports, case management, and Assertive Community Treatment (ACT) for members. The state-mandated follow-up measure, which is the numerator for the Department's 30-day follow-up rate, does not capture all services being provided across the Department's continuum of care. As a result, the actual follow-up rate is likely higher (and closer to the target). To address concerns regarding the rates of follow-up and readmission, DBHIDS, in conjunction with the state, has implemented initiatives that directly address provider oversight, service development, innovation, and quality assurance. One of the largest providers has no claims billed this reporting quarter. The Community Behavioral Health (CBH) claims team is looking into the issue and expects a positive impact for this measure once this is resolved.

⁵ To address concerns regarding follow-up and readmission rates, DBHIDS, in conjunction with the state, has implemented initiatives that directly address provider oversight, service development, innovation, and quality assurance.

⁶ This measure mirrors the adult measure above. CBH Member Services is asking providers to check in with members earlier after they are discharged (after five days, a decrease from six to seven days previously) and to maintain more up-to-date contact information for members. CBH anticipates that, once follow-up rates increase and there is more engagement by providers, the overall 30-day readmission rate may increase further.

CHIEF ADMINISTRATIVE OFFICER

MISSION

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

STRATEGIC DIRECTION AND TRANSFORMATION PROGRAM

This program contains four units, each of which fulfills a strategic role in the City's administrative management.

- *Administration*: This unit supports the operations of the CAO's departments and functions and focuses on process improvement, transformation, and innovation.
- *Human Resource and Talent (HR&T)*: This unit supports the continued development of a talented and diverse City workforce by utilizing modern and transformational talent management strategies.
- *Contracts*: This unit supports departments as they develop, post, award, and manage requests for proposals (RFPs) and professional services contracts. This unit also supports vendors in applying for those contracts and complying with Chapter 17-1400 of the Philadelphia Code.
- *Open Data and Digital Transformation (ODDT)*: Through transparent, efficient, and effective services, ODDT helps departments make government services more transparent and accessible to the public through technology and human-centered design methods.

Accomplishments: *Administration*: In FY19, the CAO, in partnership with the Commerce Department, began exploring ways to improve the efficiency of the City's vendor payment process so that payment to vendors can be made in a timely and satisfactory manner. Together, the two departments are collaborating to research and determine the issues, gaps, and pain points in the process, as well as to explore the feasibility of a cost-effective solution for faster payments to vendors. A pilot of this project, named the City of Philadelphia's Vendor Pay Project, will be launched in February 2019 with the goal of streamlining the process so that more invoices can be processed within 60 days.

Human Resource and Talent (HR&T): HR&T is also working to develop a comprehensive talent management strategy that will help drive success across City departments and agencies. Key initiatives launched over the last year which play an important part of this strategy included implementing a standard hiring process for exempt employees, leveraging technology to recruit talent from diverse sources, and assisting departments in developing specific recruitment strategies. The unit also coordinated the City's annual job fair in August 2018, engaging private employers for the first time. Job offers were made to over 60 participants on the day of the event and over 70% of participants reported that they felt the fair would help in their job search.

The unit continues its work in developing a skilled workforce that promotes respectful behavior. In late fall of 2018, partnering with the Mayor's Office of Labor Relations, the City's Executive Leadership team received training in sexual harassment prevention. All human resource professionals are being trained and programming is also beginning for supervisors, managers and the remaining workforce. Having expanded the use of the City's Learning Management System to promote development across a broad base of employees, the CAO will use this tool to provide training on maintaining a respectful environment free from harassment.

HR&T is also leading a major City-wide initiative to examine and improve how human resource services are provided throughout the City. The objective is to develop strategies and processes that promote a partnership between human resources functions and operations, drive inclusion, and encourage collaboration with the goal of acquiring a diverse, high-quality workforce in the most efficient manner possible. In the spring of 2018, HR&T solicited feedback from internal stakeholders, and in the summer of 2018, HR&T engaged a Harvard fellow to review current processes, identify barriers to success, and identify best practices utilized by peer cities. From this work, a number of short-term improvement initiatives have been identified and an RFP for HR Services Improvement consulting support has been posted.



City interns distribute fliers.

Open Data and Digital Transformation (ODDT): During calendar year 2018, the Open Data team publicly released four datasets and completed 20 refreshes of previously released data. Some notable data releases include: Real Estate Transfers, Real Estate Tax Delinquencies, the Litter Index, and People Released to Philadelphia from Prison and Jail. Additionally, the Office conducted five community trainings to further enhance residents’ and technologists’ digital literacy and use of open data and available digital tools. ODDT also hosted several regional members of the Civic Analytics Network, a consortium of chief data officers and open data staff from across the nation - and facilitated a knowledge exchange after the annual online convening.

In FY19, the Digital Transformation Team launched the new Phila.gov website. As part of the website launch, the team fully transitioned web content from over 20 departments, boards, and commissions to the new platform and created over 50 Program and Initiative pages, including the Philadelphia Resilience Project, Rebuild, and Philadelphia’s participation in the Safety and Justice Challenge. The team has also offered ongoing trainings to the City’s content creators on how to write in plain language and has established a robust, flexible governance model for the site that defines the roles, responsibilities, and workflows for managing the creation and maintenance of website content.

In 2017, the Knight Foundation awarded ODDT and the Mayor’s Policy Office a \$338,000 grant to create the PHL Participatory Design Lab, which uses evidenced-based methods, like service design and social science, to improve City service delivery. In calendar year 2018, a small team continued the work of the grant in partnership with the Office of Homeless Services. Some highlights from the first half of FY19 include the creation of a strategy to transform the City’s homeless intake sites into trauma-informed service

environments for staff and participants; development of a content strategy that led to the implementation of several plain language informational resources at the City's homeless intake sites; and, recommendations for a series of process improvements to the intake sites that will be implemented.



Jacqueline Siotto, Data Project Manager, teaches digital map-making skills using the City's Litter Index data.

In addition to these accomplishments, ODDT also designed and built the first version of a digital tool called Discover Benefits, which will help residents determine their eligibility for important housing-related assistance programs. To gather information about the tool, the Mayor's Policy Office organized a *Form Redesign* workshop in partnership with ODDT and several other City departments, where design and technology professionals and the public were asked to provide feedback on City forms. Several City forms were redesigned as a result of the workshop.

Contracts: In December 2018, after continued feedback from internal staff and the vendor community around the length of time it takes to complete a contract amendment with the City, the Contracts Unit (CU) of the CAO launched an expedited amendment process for renewing

annual professional services contracts that do not include scope of work changes or funding changes. The new process, in combination with last year's e-Signature launch, will allow the City to conform renewals of professional services contracts faster and pay vendors even sooner. Since launching e-Signatures in FY18, the City has realized a reduction of nearly 25%, or more than 30 days, in the amount of time it takes to conform City professional services contracts. By the end of FY19, the City's goal is to have an average contract conformance time of 90 days for professional services contracts.

FY19 also saw the first full electronic automation of the City's professional services contracts. ePay, the last step in the process to be automated, was implemented for contract preparation fees, which are required for each contract. Now, for the first time, a vendor can apply for, review, sign, and submit the required fees on their City contracts electronically.

Plans for Fiscal Years 2020-2024: Administration: The City offers many housing and benefits programs, which are administered by several City agencies. Each of these programs is marketed separately with different guidelines and processes. To reduce barriers in applying for these public benefits, the CAO is partnering with the Department of Planning and Development, the Department of Revenue, the Water Department, the Managing Director's Office and the Mayor's Office on the City of Philadelphia's Discover Benefits project. During the first phase of the project, the partners will work to streamline the eligibility process for the City of Philadelphia's assistance programs. ODDT will build a single eligibility application with 12 common questions from the City's housing programs. This application will be launched in FY19 Q4. Future phases of the project will engage additional departments and programs.

Human Resource and Talent (HR&T): In FY20, HR&T will roll out an employment brand for the City of Philadelphia. This will be a component of the HR Improvement Project and will better enable the City to market itself to a more inclusive candidate population. The focus of the re-branding will be to showcase the City as an employer of choice and to position the City as a 21st-century workplace. Working with the Mayor's Communications Office and other stakeholders, HR&T will utilize the City's social media

platforms and create advertising campaigns to reach more diverse candidates. Recruitment efforts will first focus on exempt employment and then expand to attracting candidates for hard-to-fill civil service positions, in partnership with the Office of Human Resources. Other key strategies will include expansion of development opportunities for employees throughout the city, creating a Leadership Academy for human resource professionals, and offering regular leadership development for all levels of supervision.



A career fair presenter poses in front of a workshop listing.

Additionally, with the formal implementation of the HR Services Improvement project, HR&T will launch several pilot projects targeted at reducing the time to hire and better attracting and retaining talent, while developing a long-term plan for service improvement and sustainment.

HR&T will continue to administer the Mayor’s Internship Program, which aims to inspire college graduates to choose a career in city government. The administration has committed to make the FY20 cohort the first to be paid a living wage. This will enable the City to provide opportunities to students who do not have the means to accept an unpaid internship.

Open Data and Digital Transformation (ODDT): In FY20, the Open Data team will transition to the Office of Innovation and Technology. Additionally, the ODDT team will continue to migrate more City departments, boards, and commissions to the new Phila.gov platform and will continue to develop a maintenance strategy to ensure Phila.gov is sustainable over time.

The Knight Cities Challenge grant will conclude in FY19 and the team will work with the Office of Homeless Services to implement and evaluate the recommendations and tools developed through the grant.

Lastly, the team will launch the following digital tools: Discover Benefits (as described in the Accomplishments section), a Jobs Board tool that will give residents access to all City jobs through a user-friendly interface, and, in collaboration with CityGeo team (OIT’s Geographic Information System team), Resource Finder, a tool that will give residents access to City resources by neighborhood.

Contracts: In the second half of FY19 and in FY20, the CU will focus on streamlining the City’s processing of small contracts as well as utilizing capabilities within the DocuSign platform (DocuSign Connect) to improve and further streamline the contracting process and allow for automatic storage of contract documents. These efforts will create efficiencies for departments seeking to expedite and renew contracts under \$34,000 and will make it easier for vendors who are seeking to do small business with the City. The customization and rollout of DocuSign Connect will further improve conformance times, enabling contracts to move more quickly through the steps of the system and making it easier to obtain final contract documents and address document retention concerns. Additionally, each of these enhancements will allow vendors to be paid faster, making doing business with the City more attractive and increasing competition and quality of services and reducing costs of these services.

FY20 Strategic Goals				
<i>HR&T:</i>				
<ul style="list-style-type: none"> • Grow the City’s reputation as an employer of choice. • Develop skills and competencies within HR staff that align with business goals and objectives. • Drive a high-performance culture and promote diversity and inclusion in all areas. • Develop an employment brand for the City. 				
<i>Contracts:</i>				
<ul style="list-style-type: none"> • Identify areas of opportunities within the City for process improvements and process re-engineering and implement improvements. 				
<i>Open Data & Digital Transformation:</i>				
<ul style="list-style-type: none"> • Continue to migrate and redesign content and improve and maintain phila.gov. • Build stronger relationships with the public and local civic design and technology professionals to improve City service delivery through official pathways. • Collaborate with City departments and the public to design and develop digital products that better connect the public to City programs, services, or resources in resident-focused ways. • Partner with City departments and the public to redesign City services to be more efficient and effective through the application of human-centered design methods and the development of responsible technology solutions. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Average contract conformance time: professional services contracts (days) ¹	110	108	90	90

¹ Each year, in Q2, there is an uptick in this measure due to an increase in the volume of contracts processed. This change in volume increases the processing times. CAO has rolled out a new expedited process for handling certain contract amendments to help drive down processing times further.

OFFICE OF ADMINISTRATIVE REVIEW (OAR) PROGRAM

OAR reviews cases where citizens disagree with a fine, violation notice, or other administrative decision made by the City. OAR provides a consistent appeal process, administers hearings, and manages the financial aspects of disputed cases. This program also includes the Tax Review Board, which is the official agency to which taxpayers may appeal decisions made by the Department of Revenue concerning tax liability, appeals for On-Street Residential Parking for Disabled Persons and Red-Light Camera tickets. OAR also includes the Bureau of Administrative Adjudication (BAA), which is the City agency that is responsible for the resolution of parking ticket disputes.

Accomplishments: Over the past fiscal year, OAR has focused on improving the efficiency of its internal processes in order to provide a better customer service experience. First, OAR has reduced the wait-time for an initial master-level hearing from approximately 5-6 months to 3-4 months for each category of tax appeal by scheduling additional hearings, increasing the amount of cases heard in each designated time slot, and identifying the categories with the most cases, such as water and real estate. Additionally, OAR has increased its notice times from 5-6 weeks to 7-8 weeks, allowing both the petitioners and the City more time to prepare and settle issues, resulting in fewer continuances and fewer cases to schedule. Lastly, OAR, with the help of ODDT and OIT, created an email account and website link to submit petitions online, providing another tool for petitioners to submit petitions and receive responses in a timely way.

Bureau of Administrative Adjudication (BAA): On April 30, 2018, the City of Philadelphia’s first parking amnesty program was successfully concluded. The program forgave individuals of their parking tickets issued prior to 2013, if the individual agreed to enter into a payment plan to settle all parking violations in full for any parking tickets issued from 2013 to 2017. This program was led by the CAO in partnership with the BAA and Philadelphia Parking Authority (PPA). During the remainder of FY18, CAO and BAA worked to streamline internal processes. To address the increased volume of web hearing request, the BAA trained all staff on how to conduct web hearings, which will reduce the amount of time from when a customer requests a web hearing to when it is heard by a Hearing Officer.

Plans for Fiscal Years 2020-2024: BAA will continue to provide administrative hearings for disputed parking tickets and vehicle seizures/impoundment. The CAO is working with BAA to streamline internal processes, modernize IT systems to allow for additional online activities that will significantly reduce a predominantly paper-intensive environment, and improve customer service. The BAA will begin the transition to merge with the Office of Administrative Review (OAR), creating one central adjudication office. The BAA will work with the CAO to introduce a paper reduction pilot, aimed at reducing dependency on paper and digitizing documents so that they are more easily accessible to BAA staff.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Implement a broad-based training program for staff, focusing on improved customer service and personal development. • Continue focus on stream-lining and improving internal processes. • Reduce the average number of days from receiving a hearing request via regular mail to making a disposition (decision by hearing officer). • Reduce the average number of days from receiving a hearing request online to making a disposition (decision by hearing officer). • Improve documentation of hearing decisions entered across all categories (in-person, online, mail, phone, other). 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Time between notification of hearing date and hearing date (All Tax Review Board Hearing Types) (months)	5	4	4	4
Time between request for review and hearing for Red Light Camera Tickets (weeks)	5	5	5	5

CITY REPRESENTATIVE

MISSION

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

ACCOMPLISHMENTS

This past year, the team at OCR deepened existing inter-agency and intra-departmental partnerships as well as identified and implemented new ways to promote and market Philadelphia. Through collaborating with external organizations, City departments, and City Council, OCR produced high-caliber events with a goal of being cost-effective, diverse, family-friendly, free and fun for all. This strategy helps to advance the City regionally, nationally, and internationally. The City Representative serves as Mayor Kenney's ambassador to the community-at-large and carries the Administration's message at all social functions, meetings, and conventions attended at the Mayor's behest.



Pictured above from left to right: Mayor Kenney with Philadelphia Magis Awardee Giana Graves; Philadelphia International Unity Cup Team Runner-up Liberia; and the Philadelphia Professional Sporting Mascots at the 2018 Holiday Tree Lighting Celebration.

This past year, the City Representative met with high-level international dignitaries from Austria, China, Germany, Ireland, Israel, Malta, the Philippines, Poland, Portugal, among others, along with dignitaries from Puerto Rico. OCR also researched and wrote 700 Mayoral ceremonial documents, including Citations, Mayoral Letters, Proclamations and Tributes, for departments, citizens, non-profits, and businesses. OCR also provided approximately 400 dignitary and special gifts of recognition as part of the City's local and international promotion strategy. OCR ensures that a unified marketing message is conveyed to local, regional, national, and international audiences, and that events are sustainable, cost-effective, and present low budget impact for City services. Highlights from the last twelve months include the following:

Wawa Welcome America Festival: This annual multi-day festival, produced in partnership with Welcome America, Inc., commemorates and celebrates Independence Day in Philadelphia. On July 4, 2018, OCR created and produced the Celebration of Freedom Ceremony at Independence Hall, with the City Representative serving as emcee. The North Philly Nomad Rugby Team read excerpts of the Declaration of Independence, and Mayor Kenney presented the 3rd Philadelphia Magis Award to Giana Graves, a transgender woman of color and LGBTQ+ rights advocate who was honored for her efforts in protecting the rights of transgender individuals. OCR worked closely with the Wawa Foundation to create and assist with promotion for their Everyday Heroes award and presentation. The program and several other events for the festival were broadcast live on NBC10, Telemundo62, and affiliates, and every hour of their 8.5-hour segments on July Fourth ranked first in viewership for regional television. The network secured the highest household rating in 2018 over the last four years for the July 4 broadcasts. OCR staff also helped produce the new historic free Gospel concert performed at Independence Hall during the festival and the kick-off event "Summer Love Launch" at City Hall and led media and public relations for the festival.

Philadelphia International Unity Cup (PIUC): Block Party and Parade of Nations: In fall 2018, Philadelphia Parks and Recreation (PPR) and the Office of Immigrant Affairs (OIA) collaborated with OCR to produce the third annual Philadelphia International Unity Cup. The Cup is a 52-team, World Cup-style tournament made up of the city's many immigrant populations. OCR created and produced the third Unity Cup Block Party, which featured immigrant-owned food trucks, free local entertainment, games and multicultural vendors at Temple University for a day to increase exposure for the upcoming soccer finale and to celebrate the city's diverse immigrant communities. For the Championship Game at Talen Energy Stadium, which is the home of Major League Soccer's local team, the Union, OCR worked with City partners to produce the day's ancillary sponsorship activations and on-field activities, including the Parade of Nations, which featured 52 teams and their communities. These teams marched proudly into the stadium holding each team's country's flag and a customized country banner, created by the Office of Arts, Culture and the Creative Economy and Mural Arts Program participants. This visual celebration created a heightened sense of the City's unique heritage and cultivated an atmosphere of inclusion.



Pictured above from left to right: Sylvester Stallone with Mayor Kenney; John Newbery Medal awardee Erin Entrada Kelly with Mighty Writers students; WWE's Mark Henry, WWE's Bailey, John Page of Wells Fargo Complex, City Representative, and PHLCVB's Larry Needle.

City Hall Tree Lighting Celebration and the Philly Holiday Festival: OCR created and produced the City's Official Philly Holiday Tree Lighting Celebration again this year, on the north side of City Hall in late November, featuring free, family-friendly, and diverse entertainment for the largest tree in decades at 65 feet tall. Performers and special guests included local pop star Cam Anthony (winner of *Live at Apollo*), *American Idol* finalists Katie Turner and Michael Woodard; the Philly POPS; famed mascots Gritty (from the Flyers), the Phillie Phanatic (from the Phillies), Swoop (from the Eagles), and Phang (from the Union); and R&B superstar Vivian Green, among other Grammy-nominated artists. The event received local and national attention, and both Gritty and the Phanatic were featured in *People Magazine* and on NBC's *Saturday Night Live*. The overall Philly Holiday Festival, with collaboration from OCR, also featured special holiday events, such as cultural celebrations and lightings throughout Philadelphia's neighborhoods and promoted the second-annual Boat House Row lightings for both Chanukah and Kwanzaa in partnership with Office of Public Engagement and PPR. OCR continues to deepen its involvement in and enhancements for the Festival by creating a first-ever comprehensive holiday micro-website housed on Phila.gov for information on all the season's events related to the holidays in Philadelphia and unique events throughout City neighborhoods produced by City departments and City Council.

Philadelphia Honors Diversity – Philadelphia Flag-Raising Program: The City of Philadelphia not only strives to protect the rights of its immigrant citizens, it also increases awareness of the many economic, social and cultural contributions that international communities have made to the city. Through a complete program of services, OCR works with the Office of Immigrant Affairs and many immigrant communities that request an official flag-raising at City Hall to celebrate their heritage in the heart of Philadelphia's government. As the program has entered its third year, it continues to become more fully formalized with flag-raising representing more than 30 countries. New for FY19, OCR produced a free two-hour flag raising workshop for current and new communities that wish to have their country recognized within OCR's program. Over 50 stakeholders attended the workshop which educated and streamlined the planning process for organizers; presented necessary information and protocols for various internal speakers; and enabled

community organizers to interact and meet liaisons from key departments. Attendees learned best practices, learned how to navigate City services, and were provided a valuable networking opportunity.

Consultations and Collaborations: OCR has grown its services portfolio within its FY19 strategy to expand the “consultant” role of the department into a more developed program called *OCR Consults*. Through this program, OCR lends its expertise to other departments and agencies for planning needs, services, and logistics for events including: the Philadelphia Commission for Women’s third Summit for Women and Girls; the first Mayor’s Commissions Convening with the Office of Public Engagement; PHLPreK Celebration Day at the Please Touch Museum with the Mayor’s Office of Education; the grand-opening and ribbon-cutting for the Department of Records’ new Archives Building; the Integrity Office’s annual Integrity Week event in City Hall; the first Philadelphia Millennial Forum with the Mayor’s Millennial Advisory Committee; and the Out in Love event with the Mayor’s Office of LGBT Affairs and PPR.

OCR’s new partnership events include working with the first Mighty Writers free Community Carnival; the Mayor’s Office of Education to leverage school district special projects; and PPR’s event team to revive and attract large-impact community festivals, among others under development. Adding more events to existing partnerships has been a trend that will continue, such as creating “Wedding Wednesdays” at LOVE Park with PPR, offering fun ways to engage residents and bring visitors to the newly upgraded LOVE Park, and having cultural event opportunities throughout the year. High-profile event assistance for external organizations remains part of OCR’s consulting work as well, with the annual United Negro College Fund (UNCF) Mayor’s Masked Ball awards program being produced by OCR in 2019, and partnering with Councilman Green’s office to create a permanent tribute for the late William Coleman, a national pioneer in law and government.



Pictured above from left to right: A Philadelphia Centenarian with Mayor Kenney; Living Flame Memorial Service; Attendees at the Colombia Flag Raising.

Philly Recognition Series: OCR continues to create and produce its own events honoring Philadelphia icons and other renowned artists within OCR’s *Philly Recognition Series*. Some of the influencers that were honored in the past include Kevin Hart, Adam Goldberg from *The Goldbergs* television series, Boyz II Men, and local James Beard Foundation winners, among others. More current honorees include Bailey and Mark Henry from the World Wrestling Entertainment (WWE) Federation, 2018 John Newbery Medal youth fiction awardee Erin Entrada Kelly, and Philadelphia finalists for *Live at Apollo* and *American Idol*. OCR also created and pitched Sylvester Stallone to rededicate the Rocky statue at the Philadelphia Museum of Art in anticipation of the *Rocky* film’s fortieth anniversary. His pop-up appearance gained national media attention and drew a crowd of hundreds within minutes, totaling millions in media impressions, including the actor’s own social media posts that reached more than 11 million people around the world.

Other Events: OCR produces other annual events, including: Police Athletic League (PAL) Day at City Hall; Take Our Kids to Work Day; the Living Flame Police and Fire Memorial Service; the Mayor’s Centenarian Celebration; the PHLpreK Celebration; and World Heritage Day.

Marketing and Communications: In FY19, OCR reinvigorated and expanded its social media engagement plan, expanding national exposure by coordinating OCR’s social efforts with OCR events to include

innovative experiences. Creating social media “moments,” such as dressing the Rocky statue in full Philadelphia Eagles gear, went viral during the Philadelphia Eagles National Football Conference (NFC) Championship win, garnering millions in media engagements and impressions through its subsequent re-use by television stations and print media. Videography has also become an integral component of OCR’s toolbox, to showcase events and expand OCR’s communications reach with a YouTube channel, among other platforms.

PLANS FOR FISCAL YEARS 2020-2024

OCR seeks to elevate the Philadelphia experience for residents and for tourists. OCR’s focus when presenting events throughout the year is on all audiences from all neighborhoods including: children and youth, millennials, individuals with special needs, the senior population, multi-cultural/immigrant populations, and LGBTQ+ populations. OCR works to create opportunities to attract more conventions, increase opportunities for tourism and job sustainability, and work with partners on cost-effective, secure, and accessible events for residents and tourists.

Over the last year, the OCR team has expanded and diversified its skills and products related to events and promoting and marketing the city and will continue developing these tools in the five years ahead. Sophisticated use of social media, videography, branding, and visual imagery has been honed to better tell Philadelphia’s stories and to expand OCR’s reach and engagement, and OCR will expand its use of these effective and impactful tools. OCR will also continue to identify event opportunities that have the potential to boost the local economy, encourage organizers to hold events in Philadelphia, focus on marketing and promoting Philadelphia, and grow support for existing OCR internal and external partnerships. Existing partnerships with both the Philadelphia Convention and Visitors Bureau (PHLCVB) and Visit Philadelphia are being leveraged to assist with convention-attraction, convention-welcoming, customer experience, and leisure visitor experience, particularly in the lead up to the Semiquincentennial 250th anniversary of the country’s founding in 2026.



Pictured above from left to right: PHL Pre-K students with Mayor Kenney; LGBTQ+ Out in Love participants; Philadelphia recognition event honoring performers Cam Anthony, Katie Turner, and Michael Woodard with Mayor Kenney.

OCR will also continue to work to foster a citywide culture of inclusion and promote the city in an efficient and cost-effective manner through community-based events and the pursuit of external partnerships. New opportunities for events in the next five years include partnering with a local corporate leader for a new annual Tech Festival and planning for a large national convening of women leaders to celebrate the 100th anniversary of the 19th Amendment.

Since Philadelphia’s designation as the first World Heritage City in the United States in 2015, OCR’s international relations efforts have grown to include the production of World Heritage Day with Global Philadelphia each May. OCR will also continue to produce the Parade of Nations at the Unity Cup championship game, adding to the vibrant life of Philadelphia as a “Welcoming City” and touching every neighborhood in Philadelphia.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Increase the number of special events. • Increase the number of social media impressions. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of special events ¹	63	37	65	70
Number of events at which OCR represents the Mayor ²	91	41	100	110
Number of social media impressions ³	3,470,605	2,156,651	3,750,000	4,200,000

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

² This number is subject to the Mayor's Office as well as outside entities and the fluctuating demand for representation.

³ This measure shows impressions from Facebook, Instagram, and Twitter. FY18 included the Eagles Superbowl win and a visit from Sylvester Stallone.

CITY TREASURER AND SINKING FUND

MISSION

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

DEBT MANAGEMENT PROGRAM

The CTO manages new and outstanding City debt in accordance with the City’s debt management policies, maximizes the value received from new financings, and minimizes interest and transaction costs. The City of Philadelphia issues debt primarily to finance capital projects and major equipment acquisitions. In an effort to effectively manage the City’s debt, CTO implements measures that promote financial integrity, flexibility, and credit strength.

Accomplishments: In 2018, the City completed four new money bond transactions and one refunding bond transaction. CTO’s management of the City’s bond issuance, refunding, and credit strategies has achieved approximately \$2.1 million in net present value savings (NPV) with resultant cashflow savings of approximately \$261,000 per year for the City’s General Fund through FY27.

The City typically issues Tax and Revenue Anticipation Notes (TRANs) in each fiscal year since 1972. TRANs is a short-term borrowing method used to supplement the receipts for the purpose of paying General Fund expenses of the City prior to the receipt of income from taxes and other sources of revenue. However, because of the City’s improved financial position during the fiscal year, the City did not need to issue a TRAN in FY19. This is the second occasion that a TRAN has not been issued since 1972.

Refunding Transactions – Savings Summary								
Date	Refunding Type	Par Amount	Issue	First FY Budgetary Savings	Annualized Budgetary Savings	Total Budgetary Savings	Total NPV Savings	NPV % of Par
Apr-18	Current	\$27,550,000	PAID 2018B	\$266,017	\$260,636	\$2,345,724	\$2,052,661	6.94%
Total		\$27,550,000		\$266,017	\$260,636	\$2,345,724	\$2,052,661	

2018 Investor Conference: On July 18th and 19th of 2018, the City held its second Institutional Investor Conference to educate existing and new institutional investors and letter of credit providers and underwriters about the credit characteristics of major tax-exempt issuers in Philadelphia. Over 100 people attended the conference and various tours of the city. The conference brought together Senior City Officials and leaders from institutions such as the Greater Philadelphia Chamber of Commerce, Philadelphia Convention & Visitors Bureau, Children’s Hospital of Pennsylvania, Temple University, University of Pennsylvania, and Community College of Philadelphia.

Credit Rating Overview: Fitch Ratings, Moody’s Investor Service, and Standard & Poor’s Global provide independent credit ratings for issuers, such as the City. Credit ratings are intended to provide financial insight to potential investors and bond purchasers of the City’s debt issuances. Credit ratings are important as investors rely heavily on the ratings given by the rating agencies. The higher the credit rating, the lower the risk the agencies assign to an issuer and the lower the interest rate the City has to pay on its issuances. The City has increased its credit ratings through an experienced management team and sound financial planning, which has resulted in greater interest from the investor community and lower overall interest cost.

In November 2018, Moody’s Investor Services revised the outlook on the City’s General Obligation, tax-supported, and pension obligation debt from negative to stable, noting the City’s improved financial position at the end of FY18 and continued growth from Wage and Earnings tax and Property tax revenue.

In addition, credit ratings for the Airport, Gas Works and Water and Wastewater have been maintained by Moody’s, Standard & Poor’s, and Fitch. The City’s credit ratings are shown in the table below.

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

Plans for Fiscal Years 2020-2024: The chart below lists upcoming debt transactions for the remainder of FY19 and FY20.

Timeframe	Transaction
Winter 2019	Philadelphia Water and Wastewater Refunding Bonds – \$250,000,000
Spring 2019	General Obligation Refunding Bonds – \$198,000,000
Summer 2019	General Obligation Revenue Bonds – New Money – \$356,303,000
Fall 2019	Philadelphia Water and Wastewater Revenue Bonds – New Money – \$300,000,000
Fall 2019	Tax and Revenue Anticipation Notes

Due to the passage of the Tax Cuts and Job Act, which became effective on January 1, 2018, issuers are no longer allowed to advance refund bonds on a tax-exempt basis. As a result, there are currently fewer opportunities for the City to refund existing bonds for debt service savings. Nevertheless, the CTO will continue to manage the City’s debt portfolio and seek additional opportunities for savings.

In addition to the five debt transactions, the CTO will issue and award three Requests for Proposal (RFPs) for professional services due to expiring contracts:

- Water & Wastewater Bonds – Financial Advisor (July 2019)
- General Obligation Bonds – Financial Advisor (January 2020)
- Tax and Revenue Anticipation Notes – Bond Counsel (January 2020)

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Maintain and/or upgrade all of the City’s credit ratings. • Increase the participation of institutional buyers in the City’s investor pool to borrow at a lower interest rate, creating additional savings for the City. 				
FY20 Performance Measures				
Measure ¹	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Net present value savings of the refunded bonds for General Obligations (GO) debt versus the City’s debt policy	8.04%	N/A	≥ 3.00%	≥ 3.00%
Net present value savings of the refunded bonds for Water debt	13.22%	N/A	≥ 3.00%	≥ 3.00%
Net present value savings of the refunded bonds for Gas debt	10.11%	N/A	≥ 3.00%	≥ 3.00%
Net present value savings of the refunded bonds for Airport debt	15.13%	N/A	≥ 3.00%	≥ 3.00%

¹ 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. These are annual measures, and FY19 data will be available at FY19 year-end. CTO did not have any refunding bond transactions during FY19 Q1 + Q2.

BANKING AND INVESTMENT MANAGEMENT PROGRAM

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.

Accomplishments: After a multi-year period during which seven of the City's largest bank accounts were not fully reconciled, the CTO put in place a process that led to all of the City's 77 accounts having up-to-date reconciliations as of March 4, 2019. As part of that process, a task force was formed that was headed by the City Treasurer, the former City Controller, and representation from the Pennsylvania Intergovernmental Cooperation Authority (PICA), City Council, the Mayor's Office, the Office of the Director of Finance, and the Inspector General's Office. The Task Force worked with a nationally recognized accounting firm. In addition, the outside firm worked with the CTO and the task force to develop recommendations to strengthen internal controls and operating efficiencies within the CTO to make sure the City does not face another prolonged period during which reconciliations are not completed. While the consolidated cash account is up-to-date on its reconciliations, there is still a discrepancy of more than \$500,000 that may be attributable to timing differences.

In addition to working on the account reconciliation, the CTO also used an RFP process to expand the depth and breadth of its team of banking and investment professionals in 2018. The CTO enlarged the pool of managers from eight to fourteen (including seven incumbent managers). Seven firms qualify as minority- and woman-owned businesses. Expanding the total number of available investment management companies will create a more competitive fee environment in addition to providing flexibility if one or more firms are not meeting their assigned benchmarks. The CTO also issued RFPs for an Authorized Depositories Lending Studies consultant to produce an annual report of lending activity (housing and small business), community reinvestment and lending performance by financial institutions conducting business with the City, and for Armored Car and Smart Safe Equipment Services to provide the Departments of Revenue and Records with a more controlled and safer alternative to handle and expedite the deposit of cash revenues.

Plans for Fiscal Years 2020-2024: The Proposed FY20-24 Five Year Plan includes funding for two new positions: an Accounting Transaction Supervisor, who will ensure that the City's accounts remains current and up-to-date with bank reconciliations, and an Assistant City Treasurer, who will serve as a liaison between the accounting staff and treasury operations staff.

The CTO will continue working with Office of Innovation and Technology (OIT) to implement a Treasury Management System (TMS). In June 2018, a firm was selected to help the CTO implement a system that will automate processes that are currently manual and spreadsheet-dependent, such as the daily cash positioning for the General, Airport, and Water funds; examining bank fees; creating a centralized, secured and standardized system to administer more than 300 bank and investment accounts for the City; and automating bank reconciliations. The TMS is expected to be fully implemented by June 2019.

CTO will also issue and award an RFP in FY19 for banking custodian services. The selected applicant will safeguard funds that are not directed by an ordinance or bond indenture, including the City's Consolidated Cash account.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Update the City’s Investment Policy. • Implement a fully integrated Treasury Management System. • Enroll all CTO vendors in Automated Clearing House (ACH), reducing the number of paper checks printed by the City Treasurer’s Office. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Con-cash actual investment return (1 year) ¹	1.06%	1.55%	Meet and/or exceed portfolio benchmark	Meet and/or exceed portfolio benchmark
Percent of bank accounts that are reconciled (of 77 accounts) ²	90.90%	97.40%	100.00%	100.00%

¹ Quarterly results are the annual returns (net of fees) at the end of each quarter for the Con-Cash investment portfolio (i.e. FY19 Q1 will be the total return of the portfolio from 10/1/17-9/30/18). The BAML three-month T-Bill Total Return for the one-year period ending 9/30/18 was 1.59%.

² As of 12/31/18, 76 of the 77 City bank accounts were reconciled.

SINKING FUND PROGRAM

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).

FY20 Strategic Goals
<ul style="list-style-type: none"> • Continue to make timely and accurate debt service payments for all of the City’s credits. • Make the payment process more efficient while maintaining the appropriate internal controls.

COMMERCE

MISSION

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

ECONOMIC DEVELOPMENT PROGRAM

The Commerce Department’s economic development activities are carried out by two offices: The Office of Neighborhood Business Services (ONBS) and the Office of Business Development (OBD). All services provided through these two offices are aimed at building a robust business environment in Philadelphia and increasing job opportunities.

- *Office of Neighborhood Business Services (ONBS)*: ONBS provides assistance and grants to businesses, especially on neighborhood commercial corridors. ONBS also houses the Office of Business Services, a unit dedicated to supporting businesses in every stage of their growth.
- *Office of Business Development (OBD)*: OBD focuses on two primary areas: business attraction and retention. Through a combination of marketing, outreach and business incentives, OBD attracts companies, both domestic and international, to locate in Philadelphia. The OBD team also fosters relationships with existing businesses to encourage them to remain in the City and grow employment in Philadelphia.

Accomplishments: *The Office of Neighborhood Business Services (ONBS)*: Over the past year, ONBS has continued to offer services to Philadelphia small businesses, neighborhood-based organizations, and commercial corridors to promote economic development throughout the city. These services include providing funding for neighborhood supports, such as commercial corridor managers, sidewalk cleaning services, and technical assistance for small businesses seeking loans. In the first half of FY19, ONBS provided funding through its Targeted Corridor Management Program and its Corridor Cleaning Program to serve 30 neighborhood pedestrian/transit-oriented commercial corridors across Philadelphia.

ONBS has increased its focus on supporting entrepreneurs that face the highest barriers to success as a means of ensuring inclusive growth and equity. Efforts to meet this end include: increasing bilingual services and materials to better reach immigrant businesses, clustering several storefront improvements in high-poverty areas such as Kensington, one-on-one business coaching services to assist businesses in accessing Commerce programs, and participation in a national cohort exploring models for fostering employee-ownership of businesses.



North Broad Renaissance receives funding from Commerce to conduct corridor cleaning.

Office of Business Development (OBD): Philadelphia’s profile is on the rise, following the visibility of being selected as one of 20 finalists for Amazon’s HQ2 office search; and due to increased marketing and promotion efforts, Philadelphia is attracting national and international attention from biotech and financial services firms. In FY19, Philadelphia was shortlisted for other significant national office searches including financial technology leader Affirm and the Army Futures Command. The city’s branding has become a larger priority and, as a result, the Department of Commerce launched the Philadelphia Global Identity Project in collaboration with the Brookings Institution and local partners. Currently, messaging is being developed to inform future promotional strategies.



Commerce meets with Irish officials during 2018 business mission.

Trade missions to China, South Korea, Canada and Western Europe have been a key part of the City’s international business strategy, along with hosting numerous inbound missions throughout the year. Examples of leads that have translated into jobs or plans to establish businesses in Philadelphia include an Italian pharmaceutical company selecting Philadelphia for its first U.S. office and a French technology company offering a platform for sharing electric cars selecting Philadelphia for its U.S. headquarters and demonstration site for the North American market. Additionally, gene and cell therapy companies from India and China have recently opened their U.S. offices in Philadelphia, in order to access world class

leaders in this industry.

Philadelphia continues to experience great success with mid-size to large office users such as Thomas Jefferson, Jazz Pharmaceuticals, Goliath Technologies and Spark Therapeutics – all of which have made significant investments in the Philadelphia market. The City will apply an even more concentrated approach towards attracting life sciences and financial companies moving forward.

To position Philadelphia as an epicenter for diverse startups and tech talent, the inaugural Project NorthStar conference was held in October 2018 with over 500 attendees. NorthStar featured a one-day Mayor’s Summit where leaders highlighted building the local talent pipeline, business development and retention as key priorities to address inclusion and access for minorities within the tech industry.

Plans for Fiscal Years 2020-2024: *The Office of Neighborhood Business Services (ONBS):* Over the next few years, ONBS will continue to focus on increasing the support provided to small, primarily minority-owned, neighborhood-based businesses, through programs such as Business Coach, which provides one-on-one coaching for small businesses to help them complete the application process for Commerce-funded initiatives; and the Philadelphia Business Lending Network,



North 5th Street commercial corridor in North Philadelphia.

which is a group of non-profit and for-profit commercial lenders who work together with Commerce to improve access to capital for small businesses throughout the city. ONBS will also work to bolster its support to neighborhood commercial corridors in FY20 by piloting a Community Development Corporation (CDC) Economic Development Support Grant program to provide operational funding to CDCs so that they can better carry out activities to create and retain neighborhood businesses and jobs. ONBS will continue offering Commercial Corridor Enhancement grants, initiated in FY19, to support marketing, beautification and events on neighborhood corridors, as well as InStore loans, which are forgivable loans for businesses opening a new location or making improvements to an existing location. In FY20, ONBS will also provide additional resources to selected providers to increase the frequency of commercial corridor sidewalk cleaning on corridors that continue to struggle with high litter indices.

Another area of focus for FY20 will be the federal Opportunity Zones. The Commerce Department will partner with the Department of Planning and Development and other entities to best leverage this unique opportunity to promote equitable development in Philadelphia. An Opportunity Zone tab has been added to www.philadelphiadelivers.com and a soon-to-be-hired consultant will assist the City in developing plans to best ensure investment in under-tapped areas.

Office of Business Development (OBD): In addition to its existing programming to attract and retain businesses and build Philadelphia’s workforce, OBD is currently doing a review of the tools that it has at its disposal to incentivize business attraction and retention. OBD has hired a consultant to review eight of the primary tools used by OBD, assess the return on investment, and provide recommendations regarding any revisions that should be made to better ensure Philadelphia’s competitiveness. The study will be finalized and made public in early FY20.



Project NorthStar is helping Philadelphia build its reputation as a hub for diverse startups and tech talent. It also featured a day dedicated to workforce development, which allowed students and members of the Philadelphia community to attend for free.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Improve the efficiency and effectiveness of City processes for opening and growing a business. • Pilot a CDC Economic Development Support grant program to provide operational funding to CDCs as an alternative to the CDC Tax Credit program. • Increase the frequency of sidewalk cleaning on neighborhood commercial corridors to improve the litter index rate. • Develop a public-private strategy to increase the availability of lab space to meet the demand of life sciences companies in Philadelphia. • Develop additional messaging and strategies to enhance the City’s profile, thereby attracting and retaining more talent, businesses, and investment. • Implement a focused recruitment strategy targeting financial services firms. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Business Attraction & Retention: Number of businesses engaged	408	264	429	449
Business Attraction & Retention: Number of wins ¹	36	28	47	46
Office of Neighborhood Business Services: Number of businesses supported ²	7,952	<i>FY19 Q1 only: 1,544</i>	7,500	7,500
Average litter index for corridors with city-supported cleaning programs ³	N/A	2.1	2.1	2.1
Business Attraction & Retention: Number of jobs created or retained ⁴	2,070	2,879	4,639	4,261
Office of Neighborhood Business Services: Number of jobs created ⁵	307	N/A	350	350

¹ 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 average of the last three years and adding 10%.

² “Support” encompasses grants, technical assistance, consultation with OBS (often businesses calling with questions and needing help with a city process), workshops for businesses, access to capital referrals, etc. This is a lagging measure, so FY19 data is for FY19 Q1 only.

³ The index is digitized using cloud-based surveys taken on tablets using GPS coordinates to ensure accuracy. Surveyors give a 1-4 litter rating: Rating of 1 = little to no litter, 2 = litter in the amount that can be picked up by one person, 3 = litter in the amount that would need a team to clean up, and 4 = litter that would require a large cleanup effort and/or heavy machinery to remove debris.

⁴ This measure represents the sum of full-time jobs created (through business attraction efforts) or retained (through business retention efforts) in Philadelphia. The target for this measure is an average of the preceding three years.

⁵ This is an annual measure, which represents new jobs created within a commercial corridor.

OFFICE OF ECONOMIC OPPORTUNITY (OEO) PROGRAM

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 over 2,600 certified businesses as a critical resource for locating M/W/DSBEs that are ready, willing, and able to provide quality products and services.

Accomplishments: In FY18, the combined participation rate for City and quasi-public contracts was 30.5% and the participation for City contracts alone was 33.2%. Twenty-two out of 41 eligible departments exceeded their departmental goals, and 17 surpassed the City’s 35% overall participation goal. Public Works’ M/W/DSBE participation experienced significant gains in FY18, awarding \$89 million (29.97%) to minority, women or disabled-owned firms compared to \$74 million (25.96%) in FY17. Additionally, Professional Services contracts, which account for 50.46% of contracts, represented 56.43% (\$158 million) of the City’s M/W/DSBE awards.

Due to the advocacy and support of OEO, the number of businesses that have been formally certified as M/W/DSBEs by a City-approved certifying agency has expanded to 2,976, which is an increase of 211 in the past year. Philadelphia-based businesses make up 30.11% of the OEO Registry.

Recognizing the need to continue nurturing M/W/DSBE firms in the city, OEO added other programs and initiatives in FY19, including the launch of the OEO Hotline, a soft launch of the Emerging Vendors Program, and the addition of two new certification agencies that are now recognized by the City.



OEO's 3rd Annual Minority Enterprise Development Week.

Plans for Fiscal Years 2020-2024: Each year, the City pays a substantial percentage of its contract dollars to non-profit organizations. While these non-profits cannot be categorized using the same M/W/DSBE classification that is used for for-profit entities, there are alternative ways of evaluating the diversity of their leadership and staff and tier two (subcontractor) spend with diverse businesses. OEO will develop a way of tracking and reporting this information to ensure that these contracted dollars are spent in a way that is consistent with the diversity goals of the Kenney Administration.

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

OEO plans to continue increasing the number of businesses in its registry by 10-15% per year, with the majority of this increase coming from businesses located within the City limits. In FY20, OEO will design a Mentor-Protégé program to support the growth and success of M/W/DSBEs. Additionally, OEO will market and grow the recently launched Emerging Vendors Program (EVP), and OEO Hotline.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Launch Mentor-Protégé Program. • Expand the Emerging Vendors Program. • Expand use of the OEO hotline. • Expand the number of businesses in the OEO Registry by 10-15%. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
M/W/DSBE participation rate on City contracts ¹	33.2%	N/A	35.0%	35.0%

¹ This is an annual measure, and FY19 data will be available at year-end. Contracts are conformed throughout the year, and the rate may vary across quarters, depending on the value of contracts conformed to date. This is the percentage of dollars committed (contracted) to M/W/DSBE firms divided by the total available dollars. This is collected through the City's various payments systems (SPEED, ACIS, etc.) and then confirmed with the OEO Officers from each department. In FY18, the year-end actual for total dollar amount of awarded M/W/DSBE contracts was \$279M.

COMMUNITY EMPOWERMENT AND OPPORTUNITY

MISSION

The Office of Community Empowerment and Opportunity (CEO) supports the economic growth of Philadelphia by promoting economic inclusion so that all Philadelphians can benefit from a growing economy. CEO is the city's Community Action Agency (CAA): CAAs are private or public agencies created by the 1964 Economic Opportunity Act and federally designated to receive Community Services Block Grant (CSBG) funding.

ACCOMPLISHMENTS

Job Creation and Workforce Development: In March 2018, the City launched the Office of Workforce Development, which consolidated the City's workforce development staffing capacities and functions within a central location and set the stage for implementing the workforce development goals outlined in Fueling Philadelphia's Talent Engine. CEO continues to provide services to the most vulnerable jobseekers. CEO provides funding for the Center for Employment Opportunities, which has a workforce training model that has a proven track record of connecting returning citizens to career pathways. The Center for Employment Opportunities is a nationally-recognized, evidence-based model for combating recidivism that provides adults with short-term, paid transitional employment while supporting their efforts to get and retain unsubsidized, full-time employment. In the past fiscal year, CEO also provided funding for First Step Staffing, a non-profit, light-industrial alternative staffing agency headquartered in Atlanta. First Step Staffing offers employment opportunities for individuals transitioning out of homelessness, including veterans, previously incarcerated citizens returning to society, and others facing barriers to employment. During calendar year 2018, First Step Staffing placed nearly 1,000 individuals in one or more full-time placements each.

To support high school youth in poverty communities, CEO houses the Promise Corps program, which provides teams of AmeriCorps College and Career Ambassadors (CCAs) to four high schools in the West Philadelphia Promise Zone.³³ Between August 2017 and July 2018, Promise Corps hired 22 ambassadors. Each Ambassador provides 50 students in the tenth, eleventh, and twelfth grades with 20 coaching and advising sessions focused on creating and achieving a plan for their post-secondary life. Additionally, CCAs provide large-scale workshops on post-secondary options, host speakers at their high schools, and facilitate college tours with interested students.

Benefits Access: CEO supports programs that help families and individuals access over 20 public benefits, such as the Supplemental Nutrition Assistance Program (SNAP), the Homestead Exemption, and the Low-Income Heating Assistance Program (LIHEAP). This work is driven by both CEO's Benefits Access Unit and BenePhilly Centers, operated in partnership with Benefits Data Trust. CEO also supports the Benefit Access Mobile Unit, a van that can be driven to events or locations in high-needs areas. The Benefits Access vehicle is owned and maintained by CEO. It is operated by CEO's in-house Benefits Access Unit. Participants meet with Benefit Access Specialists and enroll in benefits in the van.

The Benefit Access Unit and BenePhilly Centers also screen Philadelphians for Earned Income Tax Credit (EITC) eligibility and refer eligible Philadelphians to Volunteer Income Tax Assistance (VITA) sites, some of which are co-located with the BenePhilly Centers themselves. CEO also provides direct support of the

³³ "Promise Zones" are high-poverty communities where the federal government partners with local leaders to increase economic activity, improve educational opportunities, leverage private investment, reduce violent crime, enhance public health, and address other priorities identified by the community. The West Philadelphia Promise Zone is an economically distressed two-square-mile area in West Philadelphia where the City of Philadelphia and its partners are working to improve economic opportunities and quality of life.

VITA sites through a contract with the Campaign for Working Families. In FY18, the BenePhilly Initiative completed over 10,900 applications for public benefits, with over 4,800 successful enrollments.

Housing: In June 2018, the Mayor’s Taskforce on Eviction Prevention and Response released its final report, which included a series of recommendations designed to address the eviction crisis in Philadelphia. CEO’s Housing Security Working Group is leading the implementation efforts for the task force recommendations and will release annual reports updating the progress of the implementation efforts. CEO also provided direct assistance (using federal CSBG dollars) for eviction prevention by funding OHS’s Homeless Prevention Program, a rental assistance program for families facing eviction. In FY18, 433 evictions were prevented through this program. CEO continued to provide direct assistance to the Department of Public Health’s Lead and Healthy Homes Program, which provides support to families with children under age six who test positive for elevated blood lead levels. In the last fiscal year, the program treated hazards in 277 homes, assisting 706 children.

As the Lead Agency for the West Philadelphia Promise Zone, CEO convenes and provides backbone support for the Promise Zone Executive Committee and five sub-committees that work collaboratively to develop and implement community-based strategies to improve neighborhood conditions and expand economic opportunity. In October 2017, the Housing Sub-Committee, with support from the Philadelphia Housing Authority and outside consultants, released a comprehensive housing plan for the Promise Zone. The Promise Zone Comprehensive Housing Strategy coordinates existing neighborhood plans developed by community organizations and institutions located within the Promise Zone and offers land use recommendations for six identified target areas. In June 2018, the Housing Strategy was approved by the Philadelphia City Planning Commission as an official Community Plan. In July 2018, *Jumpstart West Philly*, which is a real estate development training program, was officially launched by the Promise Zone Housing Sub-Committee. *Jumpstart West Philly* will empower residents to be the developers of their own communities by providing mentoring, training, networking, and financing opportunities.

Economic Security: Unemployment, unpredictable income, and lack of emergency savings all take a toll on families living in poverty. Vulnerable communities need a spectrum of income supports, money management services and asset-building opportunities to secure their financial futures. CEO continues to work with partner agencies to ensure that residents have access to quality financial empowerment services. Through a three-year grant provided by Bloomberg Philanthropies from 2013-2016, CEO and its non-profit partner operated seven Financial Empowerment Centers (FECs) across the city. CEO has begun the process of replacing funding for the FECs after the expiration of the founding grant by applying funds from the CSBG grant and by receiving grant funding from the Pennsylvania Housing Finance Agency (PHFA) and from local financial institutions. Since opening the doors, the FEC counselors have helped clients reduce debt by \$15.6 million, increase savings by \$2.4 million, open 557 bank accounts, and improve 1,515 credit scores by at least 35 points.

CEO worked with the Cities for Financial Empowerment to relaunch Philadelphia’s Bank On coalition. Bank On exists to lower Philadelphia’s unbanked and underbanked population by designing interventions to meet their needs. These interventions include integrating banking access and financial education, as well as a three-year project to assess and meet the banking needs of returning citizens and New Americans. Philadelphia’s local coalition is made up of over a dozen financial institutions, six local and federal agencies, and several non-profit institutions. The local coalition boasts four financial institutions that have accounts certified as safe and affordable by the National Consumer Law Center according to the Bank On standards.

In partnership with Philadelphia Youth Network (PYN), CEO worked to provide banking access, direct deposit, and financial education to the youth in PYN’s Work Ready program, Summer Jobs Connect. In the summer of 2018, over 700 youth received financial education, and in the summer of 2019 CEO will be piloting direct deposit with several hundred youth in partnership with local financial institutions providing safe and affordable youth accounts.

PLANS FOR FISCAL YEARS 2020-2024

CEO is undertaking a collaborative planning process to reposition the department in support of the Mayor’s overarching anti-poverty agenda. In FY19, CEO published a revised set of goals and strategies to guide work that is complementary to the Administration’s other anti-poverty initiatives.

Job Creation and Workforce Development: With the development of the City’s new Office of Workforce Development (OWD), CEO has transitioned its Workforce Development Steering Committee responsibilities and workforce staff to the newly-created office. CEO will focus on continuing to connect high school students to college and career opportunities.

Benefits Access: CEO will continue to maximize equity in its allocation of the Benefit Access Unit, Benefit Access Mobile Unit, and BenePhilly resources over the next five years by targeting the highest-poverty neighborhoods and populations that have the least access to resources.

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

Housing: Through its participation on the Eviction Task Force, CEO supported the development and release of the Eviction Prevention and Response Plan. The Housing Security Working Group will continue to be responsible for working with partners to coordinate the implementation of the Plan’s recommendations.

Economic Security: CEO plans to continue its financial empowerment work in FY20 through existing CSBG funds, to serve clients through the FECs. CEO also worked with financial institutions to roll out BankOn 2.0, a revamp of a national platform that supports local efforts to connect consumers to safe, affordable bank accounts and financial services. This revamp effort reengaged financial institutions and other partners and refocused the local coalition on the topic of banking the unbanked.

FY20 Strategic Goals			
<ul style="list-style-type: none"> • Focus job creation and workforce development efforts on adults with the greatest barriers to employment. • Expand access to public benefits and essential services. • Increase housing security. • Strengthen economic security and asset building. 			
FY20 Performance Measures			
	CY18 Actual	FY19 Target	FY20 Target
Benefits Access: Number of households who enroll in benefits	3,712	3,800	3,800
Benefits Access: Average dollar value of benefits accessed per household ¹	\$2,448	\$2,500	\$2,500
Financial Empowerment: Number of individuals who received one-on-one financial counseling ²	318	325	325

¹ This is the average dollar value of each federal, state, and local benefit per household per year.

² 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.

EDUCATION

MISSION

The Mayor’s Office of Education (MOE) provides leadership to improve education in the City of Philadelphia.

To achieve this mission, MOE creates policies and programs to:

- Expand access to quality pre-K for Philadelphia families;
- Support students and residents through Community Schools;
- Facilitate collaboration and partnership among many stakeholders to strengthen the local education landscape; and
- Advance key educational policy.

MOE works with public and private partners to support local schools and make educational opportunities more accessible for all.

POLICY, PROGRAMS, AND PUBLIC ENGAGEMENT (PPPE) PROGRAM

This program collaborates with a diverse array of external stakeholders to develop policy and programs dedicated to strengthening local schools and supporting educational initiatives across the city. PPPE provides outreach, research, and communications support for the two key initiatives of the Mayor’s Office of Education (MOE): PHLpreK and Community Schools. PPPE also connects constituents to citywide educational programs and resources, monitors MOE’s budgets and contract compliance, and supports the Administration in coordinating with the School District of Philadelphia (SDP) and the new, local Board of Education.

Accomplishments: During calendar year 2018, the biggest change in Philadelphia’s K-12 education landscape was the establishment of a new, mayor-appointed Board of Education. PPPE staff facilitated information sessions and public communication about the Board appointment process and supported the Nominating Panel’s outreach and selection efforts. During the transition between the outgoing School Reform Commission and the appointed Board, PPPE staff worked closely with the Mayor’s Office to ensure a smooth transition in governance. This work included providing trainings and briefings for Board appointees; organizing a five-part listening tour, allowing appointees to have facilitated conversations with the public; and publishing a report with findings from the listening tour.



(From left) Angela McIver, Board President Joyce Wilkerson, and Mallory Fix Lopez, all appointees to the new Board of Education, celebrate the first day of school in August 2018.

Other accomplishments from the past year include administering the Philadelphia City Scholarship. The Scholarship, which is intended for Philadelphia high school graduates who will attend college in the five-county area, provides recipients \$1,000 per year for up to four years of college, distributed as \$500 per semester. The PPPE team manages administration of the scholarship, which enrolls approximately 50 new students each year (for a total of up to 200 college students participating at any given time). This process

includes advertising the scholarship application, coordinating the selection process, convening a selection panel made up of City employees, and distributing scholarships each academic semester. Between FY17 and FY18, the number of applicants grew over 5% to 259. In 2018, 53 high school seniors were selected to receive the City Scholarship.

PPPE also continued to expand the reach of MOE’s communications. This work included training staff on best practices related to traditional and social media, particularly for Community School coordinators whose many school-based responsibilities include community engagement and event promotion. PPPE staff also worked closely with the SDP, the Board of Education, and other City departments to promote key public outreach efforts related to education and family and youth services, including the “Ring the Bell PHL” back-to-school campaign, kindergarten enrollment, and high school selection.

PPPE communications staff worked year-round to support the program goals of the PHLpreK and Community Schools initiatives. The PHLpreK student enrollment process was advertised through a variety of channels, including a social media campaign, press events, media outreach, paid advertisements, and targeted flyer distribution, resulting in full enrollment prior to the kickoff of the third PHLpreK cohort in September 2018. Visits to the PHLpreK.org website during the summer enrollment period (June-August) increased by 77% (to approximately 50,000) between 2017 and 2018. PPPE and PHLpreK staff also organized community events, targeted mailings, and a social media campaign to promote the FY20 application process for prospective new PHLpreK providers. In November and December of 2018, PHLpreK received 260 letters of interest from interested providers, well exceeding the program’s initial target of 100 letters.

PPPE communications staff helped Community Schools coordinators promote their events and resources to the community through social media, press outreach, mailings, and calendars. PPPE staff also assisted with event planning and media outreach to highlight key partnerships in schools and increase overall public awareness of the initiative.



Students at Meredith School (pictured) and Greenfield School celebrated in 2018 after the schools received Blue Ribbon School awards from the U.S. Department of Education.

Plans for Fiscal Years 2020-2024: PPPE will continue to inform and engage the public around MOE’s two key educational initiatives, PHLpreK and Community Schools. Through community engagement, traditional and new media campaigns, and other public forums, staff will work to ensure all PHLpreK sites are fully enrolled, thereby helping more children enter kindergarten with the literacy, social, and behavioral skills that they need to thrive. PPPE will also continue to inform residents about the opportunities offered in each Community School and the ways that students, residents, and community partners can participate.

Over the next year, the PPPE team will continue to coordinate with the Board of Education and School

District of Philadelphia to ensure the success and well-being of all students and to build on the District’s academic and fiscal progress. PPPE will also continue to connect constituents to citywide educational programs and resources.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Continue to support constituents in accessing educational resources and services. Support the District’s continued progress through coordinated leadership across the City, District, and Board of Education. Expand outreach to high school seniors eligible to apply for the City of Philadelphia Scholarship. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Average response time for constituent requests and referrals to outside education services, where applicable (in business days)	2	1	2	1

PHLpreK PROGRAM

The Administration is committed to providing free, quality pre-K for up to 5,500 three- and four-year-olds annually over the next five years. Before implementation of PHLpreK, more than 17,000 children in the city between the ages of three and four did not have access to quality pre-K programs, and the overarching goal of this program is to make quality early childhood education affordable and accessible for Philadelphia’s families.

Accomplishments: Since the program’s launch in January 2017, the City has funded free, quality pre-K seats for over 4,000 children. In June 2018, MOE kicked off its third enrollment cycle for PHLpreK. Seventy-five percent of children enrolled in the current (FY19) cohort come from families with household incomes at or below 200% of the Federal Poverty Level, which equated to \$41,560 for a family of three in 2018.³⁴ Seats were funded at 85 early education providers across the city. These providers reflect Philadelphia’s diverse early learning community and include small, family child care businesses operating in residential properties; larger neighborhood-based centers; non-profit organizations; and school-based programs. Fifty-five of the 85 providers self-identify as minority- and/or women-owned businesses. The initial cohort of providers was selected after a robust application and review process and all providers are required to participate in the Commonwealth of Pennsylvania’s quality rating and improvement system, Keystone STARS, which builds on the health and safety requirements of child-care certification.³⁵

No new providers were onboarded in FY18, due to the litigation surrounding the Philadelphia Beverage Tax. However, in July 2018, the Pennsylvania Supreme Court upheld the lower court’s decision affirming the legality of the tax. Due to the resolution of the litigation, PHLpreK was able to proceed with a small expansion of 250 slots for the FY19 school year (bringing to total number of slots to 2,250) and will add an additional 1,050 slots in FY20 (bringing the total number of slots to 3,300).

PHLpreK has had an impact on increasing the availability in Philadelphia of quality early learning seats, as defined by the Pennsylvania Quality Improvement Rating System. PHLpreK has focused on closing the gap in high-need areas throughout the city where there was a low supply of quality pre-K seats. With support from PHLpreK over the last two years, 35 “Growth” providers have increased their rating to STAR 3 or STAR 4.³⁶ As a result, up to 1,850 licensed seats at PHLpreK providers (including 832 PHLpreK seats) have moved up to STAR 3 or 4 since the program’s inception. This includes seats in infant, toddler, and preschool classrooms.

While PHLpreK’s largest investment is the \$8,500 per-child subsidy, which covers instruction for the school day and school year, the program also provides business technical assistance and professional development to help providers strengthen their businesses and improve quality. In FY18, PHLpreK delivered professional development and training to PHLpreK providers on topics that included classroom management, supervision, increasing physical activity, kindergarten transition, and choosing healthy

³⁴ U.S. Department of Health and Human Services Federal Poverty Guideline for 2018.

³⁵ With the exception of Lambertson, a School District of Philadelphia school-based site.

³⁶ “Growth” providers are centers that received a STAR 1 or STAR 2 rating through the Keystone STARS program and demonstrated a commitment to earning a STAR 3 or higher quality designation by December 2018.

beverages. In FY19, professional development sessions focused on using an enrollment and attendance system; nutrition; lesson planning; social media; assessment; pre-K best practices; and the Classroom Assessment Scoring System (CLASS), which is an observation tool that focuses on the effectiveness of classroom interactions among teachers and children. Additionally, in the Spring of 2018, the program provided funding for a second cohort of PHLpreK teachers to complete a three-credit Community College of Philadelphia course on curriculum and instruction.

To assist with the development of business and financial supports for early childhood education (ECE) providers, PHLpreK convenes a Business Financial Workgroup for PHLpreK providers. The workgroup meets quarterly. Additional supports offered in FY18 include individualized business technical assistance and professional development to help PHLpreK providers operate their back office. With a second year of funding from the PNC Foundation, PHLpreK also sponsored a Business Institute for ECE providers. The Institute was completed in June 2018. In FY19, PHLpreK continued to provide mini-marketing grants to each provider to assist with enrollment and outreach efforts.

Through its workforce development efforts, PHLpreK has connected educators to professional development and continuing education opportunities. PHLpreK centers make up five percent of pre-K centers in the city, but more than 25% of the Philadelphia recipients of the Commonwealth's Teacher Education and Compensation Helps Scholarship (also known as T.E.A.C.H.) are associated with PHLpreK providers. This scholarship helps ECE professionals continue their education by covering a majority of the cost of tuition, books, and travel as they pursue a new degree or credential. In FY18, MOE hosted two informational T.E.A.C.H. workshops for PHLpreK providers and teachers. Additionally, in FY19, MOE continued to hold two annual events that promote continuing education and career development within the ECE sector: an ECE Education and Resource Fair (held in the fall of 2018); and an ECE Job Fair (planned for the spring of 2019). Over 800 ECE professionals registered for similar PHLpreK workforce events in FY18.

Resolution of the PBT litigation: In July 2019, the Pennsylvania Supreme Court upheld the lower court's decision affirming the legality of the Philadelphia Beverage Tax. This enabled PHLpreK to proceed with a small expansion of 250 slots for the FY19 school year. With the resolution of the PBT litigation, PHLpreK now has access to the funding necessary for full expansion. However, as the program grows, it is imperative that investments are made into improving instruction and growing and maintaining quality to ensure kindergarten readiness and produce lasting educational outcomes for children and families.

Plans for Fiscal Years 2020-2024: PHLpreK plans to increase the number of locally-funded pre-K seats in neighborhoods that lack access to affordable, quality options to 5,500 seats in FY23. In FY20, 1,050 seats will be added, expanding the program to 3,300 seats. The program will continue to expand in subsequent years, growing to 4,300 seats in FY21, 5,000 seats in FY22, and 5,500 seats in FY23.

In addition to expanding access, PHLpreK is committed to improving the quality of current and future PHLpreK programs. PHLpreK has identified four priority areas over the next five years: improving instruction; building the quality pipeline; strengthening ECE systems; and additional resources for PHLpreK providers.

Improve instruction: To improve instructional supports for providers, PHLpreK will introduce instructional coaching for the system. Instructional coaching will focus on curriculum implementation, improving teaching practice, and utilizing child assessments. In addition, beginning in FY20, PHLpreK will mandate the use of one curriculum and an assessment tool. Initial training and ongoing professional development will be required for all providers. MOE will also hire a Quality Instructional Specialist to oversee the design and implementation of the instructional supports.

Build the quality pipeline: To meet the Mayor's goal of creating 5,500 new, quality pre-K slots by 2023, PHLpreK must continue the work of building the capacity of STAR 1 and 2 providers across the city and assisting them in achieving the STAR 3 quality designation. In FY20, PHLpreK will issue a Request for Proposal (RFP) for an organization to provide center quality supports for STAR 1 and 2 providers. STAR

1 and 2 providers interested in PHLpreK participation will receive personalized quality improvement plans designed to assist them in developing a program model that will enable them to successfully achieve STAR 3 designation over a 12- to 18-month period. Upon successful completion of their quality improvement plan, providers that have achieved the STAR 3 designation will become eligible to receive slot funding for PHLpreK or other early childhood grant-funded programs (i.e. Pre-K Counts or Head Start). PHLpreK will continue to consider STAR 2 providers that reside in identified areas of the city with a low number of slots but with high need for slot allocations.

Strengthen ECE systems: MOE is committed to leveraging the investments in PHLpreK to support system-wide ECE goals. In FY20, PHLpreK will engage in planning activities in partnership with A Running Start-Early Learning to develop an ECE workforce plan that considers career advising and the development of educational pathways towards obtaining a bachelor’s degree in Early Childhood Education, which will be the mandatory minimum credential required to serve as a lead teacher in a STAR 3 program beginning in 2028. In addition, PHLpreK will continue to fund Child Development Associate (CDA) classes and credentialing costs and provide funding to pay for substitute teachers for PHLpreK staff participating in the TEACH program. In FY20, MOE will increase investments in, and assume management of, the Child Care Facility Fund, a city-wide grant program for facilities improvement available to ECE providers.

Resources for PHLpreK providers: PHLpreK will continue to provide support to current and new PHLpreK providers conducting recruitment and outreach activities through the provision of marketing mini grants. MOE will also continue to administer a grant to all providers to support kindergarten transition activities.

Beginning in FY20, MOE will implement a comprehensive services plan to ensure that all children enrolled receive vision screenings. The system already ensures access to health and dental screenings.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Enroll 3,300 children in quality pre-K for the 2019-2020 school year. Work with PHLpreK providers to ensure they have the resources to achieve and maintain quality. Strengthen the PHLpreK workforce through increased participation in professional development, continuing education, and instructional coaching. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of children enrolled in PHLpreK	2,000	2,120	2,000	3,300
Number of teachers receiving career pathways and coaching supports ¹	31	21	25	85
Number of PHLpreK providers that are STAR 3 and 4	76	81	86	111

¹ This increase reflects the introduction of ongoing instructional coaching for all PHLpreK providers in FY20.

COMMUNITY SCHOOLS PROGRAM

The Community Schools vision is to support equitable educational and life outcomes for all Philadelphia students by creating empowered and thriving communities. Philadelphia Community Schools achieve this vision by aligning public and private resources through strategic partnerships between the City and the School District of Philadelphia (SDP) while working toward a shared goal of ultimately improving academic performance for young people in these schools. In the short-term (1-3 years), improving student attendance is a key outcome and indicator of successful progress. Multiple strategies and activities will be deployed in each community school to address their specific needs and the School District of Philadelphia’s goals.

Accomplishments: Currently, there are twelve community schools that serve more than 6,500 students. Each school has a full-time Community School coordinator, who is a strategic thought partner responsible for coordinating resources within a community school. These resources include City and SDP funding that is invested in alignment with identified community school, City, and SDP goals. Examples of investments include increased access to intentional afterschool programming and family and community engagement activities.

After the first year of implementation, an evaluation of the Community Schools system was completed by Research for Action, a nonprofit educational research organization. The evaluation identified key successes and areas for improvement. In partnership, MOE and SDP have used the findings from this report to continue to strengthen the system. These improvements include:

- Strengthening the core component of collaborative leadership by developing a shared logic model that combines strategies and activities from a variety of sources (including schools, the SDP and city departments) to better evaluate short- and long-term outcomes for community schools.
- SDP's development of a resource that provides school-specific data related to the community schools to develop a shared language and a tool for data-driven decisions.
- Creation of a position within the SDP's Office of Grants that is devoted to grant trainings, fundraising, and obtaining grant development for community schools.

Additionally, the Community Schools team has developed a wide array of partnerships with non-profit and philanthropic organizations, many of which provide support to multiple schools. These fall under four categories: expanded learning time and opportunities; integrated health and social services; authentic family and community engagement; and school climate.

Expanded Learning Time and Opportunities:

- Investment in out-of-school time (OST) programming at five of the community school elementary schools (three of which had no previous OST programming) in partnership with the Department of Human Services.
- Through the Sister Cities program, 19 students from all four of the community school high schools traveled to Florence, Italy for 10 days. The experience focused on the art of cooking, and most of the participating students are enrolled in their school's Culinary Arts Career and Technical Education programs. This spring, students from Florence will visit Philadelphia, and the community schools students who went to Italy will participate in additional activities with their visiting peers.
- Six community school students participated in a Surveying Technology internship with the Survey Bureau in the Streets Department. The internship was a paid, full-time position that spanned two summers. Three graduates of the program are expected to be hired as Engineering Aide Trainees once the next civil service list is established in April 2019. Two former interns are now full-time college students.
- **South Philadelphia High School** partnered with the Office of Workforce Development to provide 90 seniors the opportunity to meet business-owners from a variety of fields and to learn more about potential career paths.
- **Southwark** is in its second year as a Walnut Street Theatre (WST)-adopted school. This includes classroom workshops taught by Walnut Street teaching artists, free performances by the Walnut Street Touring Outreach Company, and the opportunity for students to see free dress rehearsals of all WST for Kids productions at the theater.

Integrated Health and Social Services:

- The Support Team for Educational Partnership (STEP) Program, which is supported by Community Behavioral Health, is being implemented at **Locke Elementary, Logan Elementary, Cramp Elementary, Gideon Elementary, Tilden Middle School, South Philadelphia High School, and Southwark School**. This pilot program embeds social workers in schools to support the behavioral health needs and issues that impact academic progress.
- Philabundance's Fresh for All and Kid Bites programs have distributed over 96,00 pounds of free food in partnership with five community schools. **Dobbins High School** seniors partner with Philabundance's Fresh for All program every Wednesday to distribute fresh produce. The program has

distributed 30,500 (October 6-January 2) pounds of fresh produce to an average of 140 households each week.

Authentic Family and Community Engagement:

- **Locke Elementary, F.S. Edmonds Elementary and George Washington High School** each held Community Resource Fairs that offered activities and information connected to health services, workforce opportunities and other resources to over 1,000 people.
- Eagles player Alshon Jeffery, Philabundance and ACME Markets donated 800 turkey dinners to families in the **Tilden** and **Gideon** school communities for the holidays.
- **Gideon Elementary** hosts “First Mondays” evening events each month, opening to the community to offer a variety of resources including a clothing closet, cooking demonstrations, free children’s books to take home, healthcare resources, and access to free adult education classes.
- The Office of Adult Education partnered with MOE to provide 14 adult basic education and English-as-Second-Language classes for adult learners in community schools. Over 200 adult learners were enrolled in the program’s pilot phase (March to June 2018); and enrollment increased to 245 learners for the fall cycle (September to December 2018), with a third cycle underway (January to April 2019).



Philadelphia 76ers point guard Ben Simmons helps a Cramp Elementary student try on a new coat provided by a non-profit.

School Climate:

- **Gompers Elementary** launched a sensory room to provide students a calming space. The room was designed with students with autism in mind and was made possible by Wells Fargo and a local non-profit dedicated to raising autism awareness
- Wells Fargo chose **Cramp** for their day of service which translated into a \$200,000 investment in the school from bank and City Year volunteers to painting murals, investments in the library, and the donation of new cafeteria tables.

Plans for Fiscal Years 2020-2024: Expansion of this initiative will continue over the FY19-24 Plan, with 17 Community Schools in place by FY20 and 20 Community Schools in place by FY21. As the initiative expands, Community Schools will continue to develop and to operationalize new site-specific plans for each designated community school to establish services and supports. Through collaboration with City departments and community partners, Community Schools will develop strategies to support the entire system of community schools. Highlights include:

- A full-complement of out-of-school time programming for all community schools including summer camps and summer jobs.
- Piloting a career experience framework with the Office of Workforce Development that includes career discovery days, industry tours and job shadowing days for students in 9-11th grades.
- Partnering with Parks and Recreation to take to scale the summer gap camp pilot from FY19 which provides summer programming for youth during two weeks in June.
- Continuing and expanding the investment with the Office of Adult Education and the Office of Arts, Culture and the Creative Economy.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Support the equitable educational and life outcomes of all Philadelphia students by creating empowered and thriving communities. Align public and private resources in community schools through strategic partnerships between the City and the School District of Philadelphia (SDP). 				
FY20 Performance Measures				
Measure ¹	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
<i>Milestone:</i> Complete a needs assessment and strategic plan for each community school	12	N/A	12	5 new schools (bringing the total up to 17)
<i>Milestone:</i> Evidence-based programs that support school and system goals ²	23	N/A	24	34 (2 programs per school for 17 schools)
<i>Milestone:</i> 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) ³	42%	N/A	60%	60%

¹ These are annual measures, and FY19 data will be available at year-end.

² "Evidence-based programs" include programs that have a theory of action or logic model and could include programs intended for students, school community, or staff.

³ The percentage of students at community schools attending 95% of days increased from 29% in 2016-2017 to 42% in 2017-2018. This increase of 12.7 percentage points outpaced the SDP's overall increase of 8.5% during that period.

FINANCE

MISSION

The Office of the Director of Finance (Finance) is charged with overseeing the City's financial, accounting, and budgetary functions, including establishing fiscal policy guidelines; overseeing the City's budget and financial management programs; and recording and accounting all City financial activities. Finance administers the City's payroll activities and risk management functions, issues financial reports, and oversees expenditures and reports on all grants. Finance strives to ensure that the City maintains long-term fiscal stability while meeting its policy goals.

EXECUTIVE DIRECTION PROGRAM

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

The Mayor's Office of Grants: The Grants Office facilitates strategic and collaborative grant submissions that align with the Mayor's priorities and increase the federal, state, and philanthropic funding that is available to the City and to agencies and organizations that benefit the City.

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

Accomplishments: In FY19, the City's financial position continued to strengthen, demonstrated by Moody's removing the negative watch from the City's bond rating on General Obligation (GO) debt, and by the general fund closing FY18 with a balance of \$368.8 million, or 8.1% of revenues. That 8.1% was slightly over the high end of the target in the City's fund balance policy, but well below the Government Finance Officers Association's (GFOA) recommendation that fund balance equal about 17% of expenditures or revenues. Finance worked closely with the Treasurer's Office, an outside consultant, and a Task Force that was chaired by the City Treasurer and former City Controller Jonathan Saidel and included representation from PICA, City Council, the Mayor's Office, and the Inspector General's Office. As of March 4th, 2019, all of the City's 77 accounts had up-to-date reconciliations. While the con cash account is up-to-date on its reconciliations, there is still a discrepancy of more than \$500,000 that may be attributable to timing differences.

The Mayor's Office of Grants: In collaboration with other City agencies, the Grants Office participated in the following:

- Helped secure more than \$9 million in private grant awards for the Mayor's strategic priorities, including safety and justice system reform initiatives; equitable and inclusive workforce development; environment and sustainability initiatives; and early learning programs.
- Participated with the regional philanthropic network to develop the public/private resource strategy for the Rebuild initiative.
- Provided expert support, in coordination with the Grants Accounting Unit in the Accounting Bureau, to agencies during grant audits, updated grants compliance policies, and developed grants management training for departmental staff.

OnePhilly Project: In FY19, OnePhilly began the cutover to the new integrated human resources, payroll, time and attendance, benefits, and pensions systems with one integrated system, which will allow for more efficient operations and improve services for employees. In December 2018, the City launched human

resources, shortly followed by employee self-service in January 2019. The pension and payroll modules are expected to follow in the latter half of FY19.

Plans for Fiscal Years 2020-2024: The Office of the Director of Finance will continue to work with the Treasurer's Office and other departments to maintain or improve the City's "A" category ratings for its General Obligation (GO) debt from all three major rating agencies (A2 (Moody's), A+ (Standard & Poor's), and A- (Fitch)). Important factors in at least maintaining those ratings will be whether the City can maintain or improve its fund balances, show progress in improving the health of its pension fund, and limit the growth of its fixed costs.

The Office of the Director of Finance will work with key partners on various strategic initiatives. Specifically, the Office will continue to work with the Mayor's Office and City Council to ensure that the School District of Philadelphia has the appropriate level of funding. The Office will also collaborate with the Mayor's Office of Labor and the Law Department on contract renewals with all bargaining units in 2020 to achieve fair and affordable contracts. The Office will also support the Office of Property Assessment and Treasurer's Office in implementing recommendations from consultants' reports to improve the operations of those two offices.

The Mayor's Office of Grants: The Grants Office will continue to work with departments to secure new public and private resources and ensure the successful implementation of existing resources.

The Grants Office also assists City agencies and programs to effectively manage grant funds. The Grants Office will continue to work with the Grants Accounting Unit to develop and manage standards for administrative cost allocation and recovery of indirect costs on grants that the City applies for from state and federal government agencies. The Grants Office also continues to work with the Mayor's Office of Diversity and Inclusion, the Managing Director's Office, and the Department of Commerce to promote equitable practices and inclusive policies throughout the City's grant-seeking and grant management practices.

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

OnePhilly Project: In FY20, the new systems will be implemented, and the project will transition to a steady operational state, focused on continuing to leverage the new systems to allow for more efficient operations and improve services for employees.

FY20 Strategic Goals				
<i>Executive Direction</i>				
<ul style="list-style-type: none"> Maintain long-term stability of the City's finances while helping the City to achieve policy goals. 				
<i>The Mayor's Office of Grants</i>				
<ul style="list-style-type: none"> Secure new public and private resources and ensure the successful implementation of existing public and private resources. Build the capacity of City agencies and programs to efficiently secure and manage grant funds. Manage strategic partnerships and strengthen collaborative relationships to increase access to grant resources and to improve program delivery. 				
<i>OnePhilly</i>				
<ul style="list-style-type: none"> Successfully transition to steady operational state when human resources, benefits, pensions, and time entry processes are all run on the new system. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Grants: Number of departments consulting with Grants to pursue competitive grant applications ¹	34	20	36	36
Grants: Percentage of grant applications resulting in successful award ²	28%	N/A	30%	32%
Executive Direction: Maintain or improve credit ratings (A2, A+, A-with negative outlook Moody's & S&P) ³	A2, A, A- (negative outlook Moody's)	A2, A, A- (stable outlook Moody's)	"A" category rating	"A" category rating

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

² This is an annual measure, and FY19 data will be available at year-end. Twenty-eight grants were submitted in FY18. The final acceptance rate for all grants submitted in FY18 is not yet known, as some grants submitted in Q4 have not yet been announced.

³ During Q3 of FY18, S&P downgraded the City from A+ with a negative outlook to A with a stable outlook, citing concerns over the pension funding status and uncertainty around education funding needs. The revised S&P rating is now on par with the City's other ratings. The City still maintains its "A" category rating with all three agencies and made progress on key areas of concern cited by all rating agencies. The City's ending fund balances have come in stronger than projected, the City achieved pension reforms with all of its employee groups, and the Board of Pensions lowered its assumed rate of return to reduce risk.

THE ACCOUNTING BUREAU PROGRAM

Accounting records the City's financial activity, maintains the City's centralized accounting system, establishes and enforces Standard Accounting Procedures for the management and expenditure of all dollars to ensure that proper internal controls are in place to safeguard City funds, processes payroll for all City employees, processes vendor payments, and issues financial reports.

Accomplishments: In FY19, Accounting continued making improvements to the vendor payment website to make it easier for vendors to find the payments that have been made and the status of payments that are in process. Previously, the portal only showed payments that were paid. Now the portal shows payments in process and their status: in process, on hold, etc. In addition, it has contact information for departments, and vendors can download payment information in Portable Document Format (PDF) or Excel formats.

Each year, Accounting completes the City's Comprehensive Annual Financial Report (CAFR) and has achieved the certificate of excellence in financial reporting for the past 37 years from the GFOA. The CAFR includes the appropriate incorporation and adherence to all Governmental Accounting Standards Board (GASB) pronouncements. Accounting will also continue its work to comply with new GASB pronouncements. In FY19, Accounting will implement reporting requirements related to new GASB pronouncements on certain debt extinguishment issues (GASB 86), accounting and financial reporting of post-employment benefits other than pension (GASB 75), and an omnibus pronouncement (GASB 85), which addresses various accounting issues related to blending component units, goodwill, fair value measurement, and post-employment benefits.

Accounting continued to provide departments with ongoing training related to certain Standard Accounting Procedures and internal control procedures. Two sessions on grant accounting were held. These sessions were well-attended and will be continued to educate departmental financial managers.

Plans for Fiscal Years 2020-2024: As it does every year, Accounting will produce the City’s CAFR and will work to achieve the Certificate of Achievement for Excellence in Financial Reporting from GFOA for the 38th consecutive year.

Accounting will also continue work to comply with all new GASB pronouncements. For the FY19 CAFR (produced in FY20), Accounting will be implementing reporting requirements related to new GASB pronouncements on certain asset retirement obligations (GASB 83), fiduciary activities (GASB 84), and certain disclosures related to debt, including direct borrowings and direct placements (GASB 88).

To increase operational efficiency and provide for more secure payment means, Accounting aims to reduce the number of vendors receiving payment by paper checks and increase the number of vendors receiving payment through electronic automated clearing house (ACH). In FY18, 59% of vendors paid were enrolled, representing 77% of the value of payments to vendors, up from 56% of vendors representing 77% of the total payments in FY17. Accounting will work toward gradually increasing the participation percentage to meet a long-term target of 100% by FY23. Accounting will continue to work with the Office of Innovation and Technology (OIT) to enhance the new vendor website, where vendors can find details about the payments they are due/receiving and determine the status of their payments. With the ability to access this additional information, more vendors are likely to enroll in ACH.

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

FY20 Strategic Goals				
<ul style="list-style-type: none"> Obtain the Certificate of Achievement for Excellence in Financial Reporting from GFOA. Implement new GASB pronouncements as required for each fiscal year CAFR. Encourage vendors to enroll in ACH for direct deposit payments by improving the vendor website. Provide timely and accurate processing of payroll and fringe benefits (employee benefits). 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percentage of new Governmental Accounting Standards Board (GASB) pronouncements implemented by required date ¹	100%	N/A	100%	100%
Percentage of paid vendors enrolled in ACH automatic payments ²	59%	59%	70%	75%

¹ This is an annual measure, and FY19 data will be available at year-end. GASB pronouncements are implemented through the CAFR, which is completed at the end of February.

² Accounting aims to reduce the numbers of vendors receiving paper checks and increase the number of vendors receiving payment through electronic automated clearing house (ACH). Accounting aims to reduce the numbers of vendors receiving paper checks and increase the number of vendors receiving payment through electronic automated clearing house (ACH). The percentage of paid vendors enrolled in ACH automatic payments increased by 12% from FY17 to FY18. Finance will increase its efforts to further improve vendor ACH enrollment in FY19 and in FY20. The City’s new contracting requirement for vendors to receive payment via ACH should also help improve this percentage.

THE OFFICE OF BUDGET AND PROGRAM EVALUATION (OBPE) PROGRAM

OBPE 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.

Accomplishments: In July 2016, OBPE began implementing program-based budgeting, which is a “best practice” municipal budgeting tool designed to make the budgeting process more efficient and effective. This tool enables municipalities to organize all budgetary information around programs and services. Program-based budgeting provides a clearer picture of the services that the City delivers to Philadelphians,

identifying how much money is spent on each program, analyzing any revenue generated by each program, and assessing how well each program is performing.

When the FY20 Budget Detail is produced in March 2019, a total of 43 department budgets will reflect the new program-based budgeting format, providing greater detail and transparency to elected officials and the public.

One of the key benefits of program-based budgeting is a clearer way of illustrating the outcomes of any new departmental budget requests, and departments must describe how the request will impact service delivery and propose methods for evaluating this impact. OBPE updates and reviews performance metrics to



Mayor Kenney delivers his Fiscal Year 2018 Budget Address.

track how well City services are performing and submits them to the Pennsylvania Intergovernmental Cooperation Authority (PICA) in the Quarterly City Manager’s Report on a quarterly basis for broader review. During FY19, OBPE focused on refining internal protocols for quarterly performance measure collection and review, and improvements to disseminating data to managers.

OBPE has also continued to work to strengthen the City’s financial position through careful monitoring of the City’s revenues and expenditures. Having a healthy fund balance gives a city a financial cushion to protect against current and future financial risk, ensure predictability of services, and manage cashflow needs. The Administration has set a goal of achieving a General Fund fund balance of 6-8% of revenues and in FY18, the City slightly exceeded that goal with a fund balance of \$368.8 million, or 8.1%. This higher-than-anticipated fund balance allowed the City to implement “pay-as-you-go” financing of \$30 million for critical capital projects in FY19. A transfer of \$22.5 million was made from the operating budget to the capital budget to purchase vehicles including additional fire pumpers, medic units, sanitation compactors, street sweepers and snow removal vehicles. An additional \$5 million was provided to the Art Museum’s Core Project, a \$221 million renovation that will improve visitor experience and orientation, renovate galleries, create public spaces, and address critical infrastructure improvements. Further, \$2.5 million was provided to support Neighborhood Commercial Centers to fund improvements on commercial corridors throughout the city. Paying for these projects directly rather than through borrowings enables the City to avoid paying debt service on these costs. The higher-than-anticipated fund balance also allowed the City to contribute \$74.03 million of additional funds towards the City’s pension fund, over the City’s revenue recognition policy, helping to work towards the Administration’s goal of improving its funded ratio.

While the Administration exceeded its fund balance goal for FY18, the City’s fund balance as a percent of revenues is still well below the GFOA’s recommendation of approximately 17% of revenues or expenditures. Achieving this higher percentage would provide appropriate financial cushion in case of unexpected funding cuts, expenditures, or a downturn in the economy. To mitigate against some of these threats, the FY19 Budget included \$54 million in a federal funding reserve for potential federal funding cuts. While the reserve would help offset potential cuts, it represents only a small fraction of what the City projects to receive in grants from the state and federal government in FY19.

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

Finally, OBPE received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the FY19-23 Five Year Plan.

Plans for Fiscal Years 2020-2024: Over the next five years, OBPE will continue to prepare an annual Five Year Plan and work with the City Planning Commission to prepare an annual Six Year Capital Program that provide the necessary funding for the priorities of the Administration and the critical needs of the city's residents.

OBPE will also continue its work to make the budgeting process more efficient and effective. The Office will continue to carefully monitor revenues and expenditures with the goal of maintaining a healthier fund balance while being responsive to planned and unplanned funding needs. Alongside maintaining a strong fund balance, OBPE will continue to take steps to mitigate financial risks. In early FY19, the Administration transmitted an ordinance to City Council that would permit a \$20 million payment into the City's Budget Stabilization Reserve Fund in a future year. This would allow the City to set aside money in a restricted fund to be used in case of an emergency or "rainy day," such as during an economic downturn. The FY20 Budget includes a contribution of \$34.1 million to the Reserve and another contribution of \$37.9 million is planned for FY24. Additionally, the FY20-24 Plan includes \$140 million over five years for future labor costs and roughly \$55 million per year (\$287 million over five years) in a reserve to offset potential federal funding cuts. OBPE also continues to pay special attention to the City's tax and non-tax revenue sources to ensure that the City is maximizing its revenue potential without negatively impacting the City's goal of making Philadelphia's tax environment attractive to businesses, residents, and visitors.

OBPE plans to complete its implementation of program-based budgeting in FY21. As implementation continues, OBPE will continue to work with departments to develop and refine their program-level strategic goals and performance measures. Each program's ability to meet or exceed these goals and performance measure targets will be considered in determining future funding and evaluating where additional resources would be most effective.

OBPE will also continue to work with the Department of Public Property (DPP) to improve how capital projects are monitored. OBPE has already begun to develop internal reports with encumbrance and expenditure level data for the capital budget. This will allow OBPE to more accurately predict cash flow, the timing of borrowings, and departmental rate of spend. This analysis will allow OBPE to track the progress of projects and better manage the capital budget.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Obtain the Distinguished Budget Presentation Award from GFOA. • Continue to budget appropriately for all departments to ensure efficient and effective delivery of the City’s services to Philadelphians and to serve all Philadelphians equitably, while balancing the City’s short-term needs and long-term fiscal health. • Expand program-based budgeting from 43 departments to all departments by FY21 (most of this work will be completed in FY20). • Maintain and strengthen long-term fiscal stability by meeting fund balance goals and add funding to the City’s budget stabilization reserve (rainy day) fund for the first time. • Replace legacy capital budget management systems. 				
FY20 Performance Measures				
Measure ¹	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percent change in the total dollar amount of General Fund revenue (actual) compared to budget (adopted) ²	3.4%	N/A	0 to 1%	0 to 1%
Percent change in the total dollar amount of General Fund expenditures (actual) compared to budget (adopted) ³	-0.8%	N/A	-1 to 0%	-1 to 0%
Ratio of actual unreserved General Fund fund-balance to actual General Fund revenue ⁴	8.1%	N/A	6 to 8%	6 to 8%
Total number of departments participating in program-based budgeting ⁵	31	N/A	40 to 45	53

¹ OBPE’s measures are annual, and FY19 data will be available at year-end.

² Target is to be \geq fiscal year projection.

³ Target is to be \leq fiscal year projection.

⁴ OBPE aims to grow the Fund Balance to 6-8% over the next 5-10 years.

⁵ The roll-out of program-based budgeting began in FY17. Each year, OBPE will include additional departments until this is implemented citywide.

THE OFFICE OF PROPERTY DATA (OPD) PROGRAM

OPD manages a cohesive program to collect, maintain, and distribute current and accurate property information and acts as a central point for all property data to ensure consistent addressing across City agencies. This work enables departments to more quickly share property-related data and streamline property-related processes.

Accomplishments: OPD continues to manage property data related projects that are of significance to ongoing City operations. There are two large scale projects underway: the Computer-Assisted Mass Appraisal (CAMA) system implementation project to support the Office of Property Assessment (OPA), and the Parcel Identification Number (PIN) project in support of the deployment of an enterprise-level parcel identification number.

The CAMA system will provide modern technology to assist OPA in conducting property assessments and revaluations quickly and consistently and allow for the sharing of assessment and appeals information more efficiently across City agencies. Phase 0 of the CAMA project (the combination of disparate databases into one database for conversion) was completed in FY18. The implementation of Phase 1 of the CAMA project started in October 2017 and go-live is expected on time in mid-FY20. Phase 1 will improve the assessment process by allowing evaluators to quickly add, update, deactivate and search comprehensive property record information in one system, manage abatements and exceptions, and track and manage appeals, among other process improvements.

The PIN project will establish a PIN that will allow for seamless integration of parcel data across agencies. This will result in better parcel identification, more timely updates of data between property-related systems latency of data, and a reduction in property data discrepancies. The implementation of Phase 1 will support the CAMA project by introducing a property identifier that can be tracked by OPA.

In addition, OPD continues to work on other projects designed to improve accuracy and consistency in how address information is shared across City departments and agencies. OPD’s ongoing partnership with OIT’s

Geographic Information Systems (GIS) Unit has resulted in significant work to implement recommendations from the Municipal Street Addressing Analysis Report that was completed in FY16. For FY18, OPD made progress on the development and implementation of City-wide address assignment policies and identification of the City Addressing Authority. The Addressing Authority will be responsible for the assignment of all official City addresses for taxable and non-taxable parcels, enforcing standard conventions across agencies via the assignment policies, managing sub-addresses, and assisting in the management of the spatial relationship to the underlying parcel. Both projects will finish in FY19. The address assignment policy guide, along with the official designation of the City Addressing Authority, will ensure that all City agencies that are part of the address life cycle are aware of the procedures that should be followed in order to create and maintain addresses. This is especially important as the City works to implement the Next Generation 911 initiative, which will help to enable additional “Next Generation 911” features, such as the use of GIS-based, high positional accuracy, address and street network data for routing of emergency response vehicles.

Plans for Fiscal Years 2020-2024: The new CAMA system is scheduled to go live with Phase 1 in FY20. This will support the collection of appeal results for Tax Year 2020. Additionally, data collection/cleansing for subsequent reassessments will be available at this time. CAMA Phase 2 (Field Mobile) and Phase 3 (Public Access) are both scheduled to commence in FY20 and go-live in FY21. The Field Mobile phase will enable evaluators to confirm and update property record details while visiting properties. The Public Access phase will allow property owners to submit applications online for homestead, exemptions, and appeals.

OPD will continue its work with OPA by providing project management and business analysis support for the implementation of the CAMA system. This includes working with OPA on both comprehensive change management efforts to assure the adoption of the new technology and data quality projects to assure the appropriate cleansing of data going forward to limit errors.

Completion of the PIN project (Phase 1) is also expected in FY20. This phase will assign a PIN to all taxable and exempt parcels in the City where possible and establish a process for cleaning up any parcel-related errors. Additionally, OPD is committed to working with stakeholders to ensure that the PIN is adopted and utilized to gain efficiencies in Department operations. These efficiencies include easier identification of parcels (i.e. city-owned parcels), the ability to more quickly share data between departments, and the ability to streamline processes and keep more agencies in lockstep when processing transactions.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Complete the implementation of Phase 1 of the Computer-Assisted Mass Appraisal (CAMA) Project. Complete the implementation of Phase 1 of the Parcel Identification Number (PIN) Project. 				
FY20 Performance Measures				
Measure ¹	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Annual number of data addressing project improvement recommendations completed as scheduled ²	<p><u>Item 3:</u> Complete process for documenting deed discrepancies - 100% completion;</p> <p><u>Item 4:</u> Develop and implement citywide address assignment policies - 25% completion;</p> <p>Identify Addressing Authority - 50% completion</p>	N/A	Complete two recommendations – implement citywide address assignment policies and identify city addressing authority; PIN project 75 % complete	Complete PIN Project Phase 1
Each Phase of CAMA Project will completed on schedule ³	N/A		50% complete	Complete CAMA Project Phase 1 (100%)

¹ OPD’s measures are annual, and FY19 data will be available at year-end.

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

³ This is a new measure for FY20, so data is not available for FY18. In FY21, the CAMA measure will be the percent complete for 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).

THE RISK MANAGEMENT PROGRAM

Risk Management works to reduce the financial impact of claims, lawsuits, and employee injuries to the City; reduce the corresponding frequency and severity of these events through the application of professional risk management techniques; and provide a safe work environment for employees and the public.

Accomplishments: Risk's *Employee Disability Unit* is responsible for maintaining a comprehensive and cohesive disability program for all employees who are injured during the course and scope of their employment with the City. Risk plays a vital role in reducing costs that would otherwise be spent on claims and claims-related issues, making resources available for other beneficial uses throughout the City. Risk continues its efforts to reduce the number of open and litigated claims through aggressive pursuit of settlement by compromise and release.

- The *Liability Claims Unit* of Risk has worked diligently to improve oversight and controls over all claim adjudication procedures and best practices to make certain that file handling and quality meets organizational standards and objectives, and to provide superior claim service to third-party customers.
- The *Recovery/Subrogation Unit* staff actively pursues third parties, such as insurance companies, organizations and private citizens, for damages they cause to City property. This work also includes active subrogation activities on behalf of all City departments. As of February 22, 2019, FY19 recoveries total \$930,000.
- The *Insurance and Contracts Unit*, through aggressive negotiations with insurance brokers and insurance carriers, has obtained significant coverage enhancements under the City's budget despite increased rates in the property/casualty insurance market. FY19 insurance avoided costs are more than \$300,000 (including Airport insurance policies).

Plans for Fiscal Years 2020-2024: The *Employee Disability Unit* will develop a more robust return to work program for acute and chronic stage injured persons by hiring a Workplace Accommodations Specialist and continuing to educate Safety and Human Resources Professionals regarding the process. Additionally, the office will reduce costs of litigation and improve quality outcomes by conducting Quarterly Attorney Quality Assurance Reviews (QAQAR) and assigning claims on a case-specific basis. QAQARs provide Risk the opportunity to review the quality of contracted attorneys working disability cases and ensure their approach aligns to the City's policies and procedures. Lastly, the office will reduce indemnity costs through effectively managing claims, reviewing the city's Third-Party Administrator's claims classification and approach at the time of opening, and reducing annual settlement amounts.

The *Subrogation Unit* will increase its affirmative litigation efforts for subrogation recovery matters that are unable to be amicably resolved directly with at-fault tortfeasors and insurance carriers. Risk will begin to utilize investigative databases to research background and financial information for at-fault tortfeasors, when necessary. The unit will also explore the use of Arbitration as a forum for subrogation recovery matters, to increase recovery dollars.

Insurance industry premium rates are increasing especially in property and aviation insurance due to significant worldwide losses and changing climate. The *Insurance and Contracts Unit* will closely monitor and continue its work with insurance and risk management industry experts to mitigate significant financial impacts on the City while maintaining comprehensive insurance protection. Additionally, the unit will

procure cyber liability insurance for city-wide operations, and comprehensive insurance and risk management protection for the City’s Rebuild projects. It will also reduce claims and litigation costs through aggressive claims management, loss control techniques as well as periodic Attorney Stewardship reviews and tracking of legal costs. Lastly, the unit will implement an improved system for tracking Certificates of Insurance.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Reduce the number of workers' injuries. • Help return employees to normal function as quickly as possible. • Reduce and limit the City's exposure to liability claims. • Appropriately recover costs for damages caused to City property as well as costs associated with bodily injury to City workers caused by others. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Average number of police and firefighters on no duty ¹	321	469	350	400
Number of employee injuries ²	3,051	1,530	A reduction from FY18	A reduction from FY19
Settlement cost for closed claims (in millions) ³	\$1.076	\$0.235	\$1.500	\$1.500

¹ There have been significant increases in the number of people on no duty. Some of this increase is the impact of a new system of tracking because of the new Third-Party Administrator (TPA). Risk continues to vet the numbers to discern the appropriate levels.

² Beginning in FY19, Risk hired a new claims manager who changed claim adjudication policies and practices to closely align with the Law Department's practices. This has significantly reduced payouts, resulting in lower settlement costs. Risk facilitates collaboration among claim professionals and City defense counsel to provide direction and technical expertise that ensures cost-effective and appropriate case management strategies and claim dispositions.

³ This category captures the settlement costs of General Fund claims only.

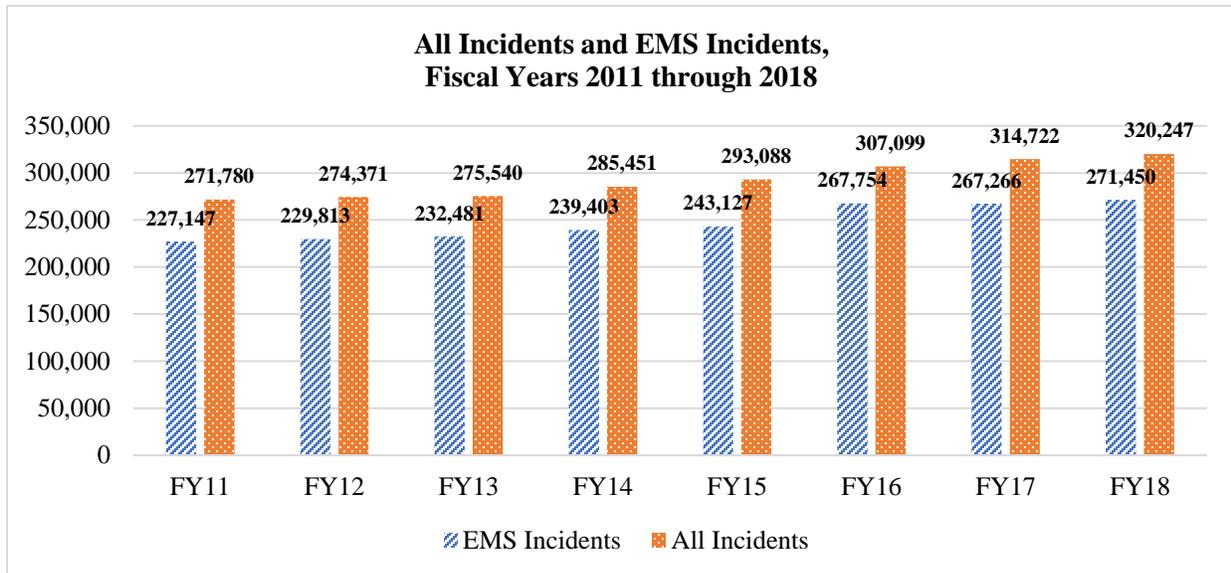
FIRE

MISSION

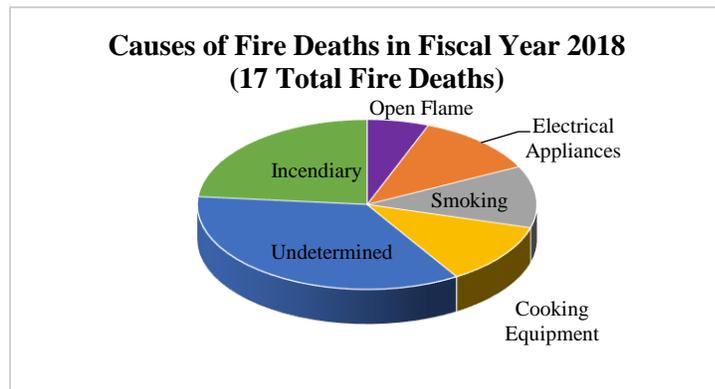
The mission of the Philadelphia Fire Department (PFD) is to serve the public by providing comprehensive all-hazard prevention, risk reduction and emergency response, and to ensure the health and safety of the PFD’s members.

ACCOMPLISHMENTS

Since the beginning of the Kenney Administration, the Fire Department has received an unprecedented increase in operating and capital resources to address personnel, resource, and infrastructure needs. In FY18 and the first half of FY19, the PFD hired more firefighters and civilian support staff; ordered a fast boat to boost the Department’s river response capabilities (and began planning for a second boat); offered a critical fireground survival course; installed thousands of smoke alarms in homes across the city; and, in partnership with Fleet Management, replaced multiple ambulances, engines, ladder trucks and specialized vehicles.



In FY18, the PFD responded to 320,247 emergency incidents, a two percent increase over FY17. Firefighters extinguished 2,525 structural fires, an average of seven per day, and EMS incidents continued a decade-long upward trend, increasing by two percent to 271,450 in FY18. The PFD’s Fire Communications Center handled 378,849 calls in FY18 – an increase from 371,172 calls in FY17 and, on average, more than 1,000 calls per day.



Civilian fire deaths decreased from 22 in FY17 to 17 in FY18; however, injuries increased from 153 to 206 over the same period. The causes of several deadly fires remain undetermined, but intentional actions, cooking equipment, electrical appliances, and smoking were among the most common reasons for fatalities.

Training has been a major focus for the department over the past year. About 1,700 PFD members completed a critical three-

day course in fireground survival in FY18, with another 300 slated to finish in FY19. The program, which was designed by the International Association of Fire Fighters and funded by a \$2.6 million grant from the Federal Emergency Management Agency (FEMA), aims to ensure mayday prevention,³⁷ mayday operations and self-extrication survival techniques are consistent among firefighters, officers, and chiefs. The training was recommended in a federal after-action report on the 2014 death of Lieutenant Joyce Craig, and its importance was tragically reinforced by the death of Captain Matthew LeTourneau during a rowhouse fire in January 2018.



The EMS providers who staff this alternative response unit handle non-traumatic injuries in the Penn community.

The PFD expects to offer additional training around marine emergencies. The Department of Homeland Security awarded the PFD two grants totaling over \$1 million to build two customized high-speed boats that will boost water rescue capabilities on the Delaware and Schuylkill rivers. One of the grants includes funding to train more than 100 members in shipboard firefighting.³⁸ Delivery of the first new boat is expected in February 2019.

The PFD received six engines, 12 ambulances, one specialized firefighting/rescue apparatus and 17 support vehicles (including trailers, vans, and command SUVs) from the Office of Fleet Management in FY18 to replace severely worn and outdated apparatus. In

the first half of FY19, the PFD received four command vehicles, six medic units, six engines, one specialized firefighting apparatus, and four ladders.

In the second half of FY18, working with the Department of Public Property (DPP), the PFD reopened Squad 72's station in Logan and Engine 53's station in South Philadelphia after significant renovations and repairs. In addition to receiving general refurbishments such as new furniture and improved electrical systems, these stations are the first in the city to house extractors and drying units – specialized washers and dryers for cleaning bunker gear. The Fire Communications Center also received new furniture, equipment, and significant renovations funded by 9-1-1 funding from the Commonwealth of Pennsylvania.

PFD members have also been busy with community outreach initiatives. The Department received nearly \$1 million from FEMA in FY18 to install 26,000 traditional smoke alarms and 4,000 adaptive smoke alarms for the deaf and hard-of-hearing. By working with partners at Philly311, the Red Cross, and the Mayor's Office for People with Disabilities, the PFD expects 30,000 smoke alarms to be installed by August 2019.

Moreover, last year's pilot of a 24-hour, 365-day-a-year fire prevention response unit has evolved into the creation of three Community Action Teams (CATs). These two-person CATs assist displaced residents, install smoke alarms, educate the community about fire safety, and report fire code violations. By combining elements of the Fire Prevention Division and Fire Code Unit, these specialized units augment the PFD's ability to provide residents with fire protection, care, and aid at any hour of the day or night.

³⁷ A "mayday" is a radio transmission that is used to identify a member who is in distress, lost, trapped, out of air, down, unaccounted for, or to report circumstances present that could seriously injure or kill members on scene, such as a collapse or potential collapse.

³⁸ Incidents along the river involving marine units (e.g. rescues, fireworks being put off along the waterfronts, fires on docks) are incidents where shipboard firefighting is utilized.

In addition to its emergency response work in Philadelphia, the PFD is the sponsoring agency for Pennsylvania Task Force 1 (PA-TF1), an urban search-and-rescue team overseen by FEMA. Ninety members of PA-TF1 deployed to Florida for 10 days in October 2018 to help communities recover from Hurricane Michael. Their service included rescuing four people, assisting 16 people, evacuating 121 people, searching nearly 9,200 structures, and making critical repairs that enabled a damaged hospital to remain open. In September, PA-TF1 deployed to South Carolina for 19 days to help with flooding caused by Hurricane Florence, including searching 1,045 structures.

PLANS FOR FISCAL YEARS 2020-2024

The PFD anticipates further restoring and strengthening its capabilities in FY20. In FY19, the department received nearly \$20 million in competitive federal grants that will enable the PFD to hire 120 firefighters, provide incident command training, and improve shipboard firefighting and water rescue capabilities.

Through a \$16.7 million FEMA grant, the PFD will hire 120 additional firefighters. With an additional \$28.4 million of operating support over the FY20-24 Plan, these investments will enable the department to eventually, over the course of the Five Year Plan, reopen five engines and two ladder companies taken out of service during the Great Recession. Those companies represent additional fire and EMS response capabilities citywide, but especially in their local neighborhoods of South Philadelphia, Center City, Francisville, Kensington, Port Richmond, Frankford, and Roxborough. Two of these restored companies could be placed into service in FY20. These units will help improve response times toward meeting national standards of fire/EMS coverage.

Another FEMA grant for \$2.7 million will help provide comprehensive incident command training program for the first time in years; such training was also recommended in the federal after-action report on Lieutenant Craig's death. Additional funds from FEMA's Port Security Grant Program will allow the department to improve its response capabilities on the Delaware and Schuylkill rivers through shipboard firefighting training for another 240 members (in addition to the 100 members trained with funding from an earlier grant), and the purchase of new water rescue nets.

Also in FY19, the PFD continued an internal restructuring designed to reduce the span of control, increase safety, and improve morale and workplace cohesion. Four newly installed Assistant Chiefs – the first members to hold the title in decades – now serve as the unified citywide operational commander on their respective platoons. The restoration of Battalions 5 and 6 and Division 3 in January 2019 has increased oversight by putting more chiefs in the field and addresses another federal recommendation. FY19 also has seen paramedics/EMTs return to the same schedules as firefighters after years on separate platoons. These



The PFD spent hours extinguishing a four-alarm fire in Old City in February 2018.

realigned platoons will help with station cohesion as fire and EMS personnel work the same shifts. The realignment is also expected to help with paramedic recruitment and retention, which is especially important given the statewide shortage of paramedics. To that end, the PFD is now offering its emergency medical technicians (EMTs) an educational pathway to become a paramedic, a position that is certified to perform more advanced medical procedures. To date, 17 EMTs and one Fire Explorer graduate have participated in the program.

Last fall, the PFD partnered with the University of Pennsylvania (Penn) on an innovative public-private partnership. Penn-affiliated students or staff with non-traumatic injuries, from sprained ankles to acute and chronic medical conditions, will receive high-quality care from a PFD alternative response unit (a marked SUV staffed by a paramedic lieutenant and an emergency medical technician, titled AR-1) instead of an ambulance. Penn has agreed to cover the costs associated with the medical calls in the pilot program, which has already seen 240 runs during the first three months. Using AR-1 to handle these types of calls frees up ambulances to respond to more serious cases throughout the city.

The PFD is one of nearly three dozen city agencies working to combat the opioid epidemic through the Philadelphia Resilience Project, and is particularly focused on Mission Area 5: Reducing Overdoses. As part of this effort, the PFD instituted a “leave behind program,” where EMS providers leave additional

naloxone at any location where they respond for an overdose. The PFD also plans to launch a second alternative response unit (AR-2) in mid-FY19, with the goal of helping those with a substance use disorder get connected to recovery resources and other social services, and will be staffed by an EMS provider and a social worker or certified recovery specialist. Initially planned to operate during peak hours five days a week, AR-2 is now expected to operate during peak hours seven days a week, thanks to a collaboration with the Department of Public Health, which received a grant for the initiative. That grant will also support an epidemiologist to provide data analysis on the project.



A five-alarm fire destroyed a warehouse near 21st and Lippincott streets in May 2018.



The Fire Department received a FEMA grant to put members through a three-day fireground survival course.

The PFD will also continue to work with DPP to implement facility-related capital projects. PFD and DPP are aiming to select a site for the PFD’s Logistics Hub by the end of FY19. The Logistics Hub will support the Department’s need for more office space and training locations and will provide for more flexible response opportunities. Additionally, the Hub will provide space for vehicle storage, additional warehouse capacity, and a gear-cleaning space for the health and safety unit. Around that same time, ground is expected to be broken for renovations on Engine 37’s historic station in Chestnut Hill.

Contaminated protective gear exposes firefighters to potential chemicals and particulate matter. The City will also continue to purchase heavy duty extractor machines to help clean soiled gear and maintain the protective elements of this special fabric.

The Proposed FY20-24 Five Year Plan also includes \$5.3 million to add five more peak-time ambulances to address increasing EMS demand across the city.

FY20 Performance Measures ¹				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of civilian fire-related deaths	17	6	A reduction from FY18	A reduction from FY19
Number of structure fires ²	N/A	2,573	Establish a new baseline	A reduction from FY19
Fire engine response time (minutes:seconds) ³	7:21	6:43	≤ 5:20	≤ 5:20
Percent of EMS calls responded to within 9:00 minutes ³	33.0%	32.9%	≥ 90.0%	≥ 90.0%
Number of EMS incidents	271,450	140,797	Meet demand	Meet demand
Number of fire incidents	48,797	25,485	Meet demand	Meet demand
Total incidents (number of EMS incidents + number of fire incidents)	320,247	166,282	Meet demand	Meet demand
Number of civilian fire-related injuries	206	71	A reduction from FY18	A reduction from FY19
EMS response time (minutes:seconds) ^{3,4}	12:52	12:22	≤ 9:00	≤ 9:00
Percent of fire calls responded to within 5:20 minutes ³	25.3%	26.9%	≥ 90.0%	≥ 90.0%

¹ All Fire Department measures are under review. 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.

² After review of fire incident data, the Fire Department determined that some types of fire incidents were being incorrectly categorized. As a result, the Department has updated protocols and provided additional training to front-line staff. Data from FY19 Q1 has begun to reflect these efforts and the Department expects that data quality will continue to improve over the remainder of FY19.

³ After a review of response time data, Fire discovered that cold calls had previously been omitted from the reporting of response times. Cold calls are a response mode without the use of emergency lights and sirens (Reduced Speed). Hot calls are a response mode utilizing emergency lights and sirens (Emergency Speed). National standards for fire reporting dictate that cold calls should be included in response times and actions have been taken to correct this going forward. Previously reported data has also been corrected to reflect the inclusion of cold calls.

⁴ With the addition of cold calls, meeting the national standard of 9:00 is even more challenging than in previously reported years, when Fire only submitted hot calls. Previously reported data has also been corrected to reflect the inclusion of cold calls.

FLEET MANAGEMENT

MISSION

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

FLEET ADMINISTRATIVE SERVICES PROGRAM

This program provides necessary administrative and financial resources. Key activities include the operation of OFM's 60 fuel sites, which dispense an average of 7.5 million gallons of fuel per year, not just to City-owned vehicles but to vehicles owned by the School District of Philadelphia, the Philadelphia Parking Authority, the Philadelphia Housing Authority, and the Philadelphia Redevelopment Authority. Fuel sites are located across City facilities, including police, fire, and sanitation districts.

Accomplishments: In FY19, OFM completed the twenty-fifth year of its high school internship and apprenticeship program. Since the program's inception in 1993, OFM has enrolled 125 high school students into the program: 96 students have graduated, and 55 of these graduates have accepted automotive apprentice positions, which are civil service positions with the City. Of the 55 apprentices, 27 are currently employed with OFM as team leaders, automotive maintenance technicians, automotive mechanics, and automotive apprentices. During the first half of FY19, OFM hired six new high school students to the internship program. In FY19, five students will graduate from the internship program and four of them have agreed to accept full-time civil service positions with the City. OFM is currently providing automotive maintenance training to 11 high school interns and 15 automotive apprentices.



Mayor Kenney with Fleet Internship Program participants.

During FY19, OFM continued its sustainability initiatives with the purchase of 64 hybrid or hybrid-electric vehicles and two Compressed Natural Gas (CNG) compactors for the Streets Department. OFM's current inventory includes 199 hybrid, hybrid-electric vehicles and 61 other alternatively-fueled machines, such as electric motorcycles, Zambonis, and scooters. In order to accommodate specialized CNG vehicles, OFM initiated a capital project at Shop 357 at 3030 S. 63rd St. in the first half of FY19. This project, which is projected to be completed in FY20, will enable OFM to purchase more CNG vehicles, starting in FY20. Between 2004 and 2018, Fleet has reduced total fuel consumption by 1.5 million gallons, thanks in part to increased fuel efficiency among vehicles overall and in part from Fleet's move towards hybrid or hybrid-electric vehicles, where possible.

In FY19, OFM initiated purchases of vehicles with ballistic shields for the Police Department: 150 radio patrol cars (RPCs), and 12 emergency patrol wagons (EPWs). At present, about 20% of Police’s RPCs and EPWs are equipped with ballistic shields. Following these purchases, this percentage is projected to increase to 36%. These purchases will continue to enhance Police Officers’ security.

During FY19, as part of Vision Zero, OFM implemented vehicle safety guards and camera systems for heavy vehicles and equipment. This creates a safer driving, walking, and cycling environment.

Lastly, in FY19, with help from the Department of Public Property, OFM acquired a new repair facility at 6930 Norwich Drive. OFM will relocate from its current vehicle collision shop at 11th and Reed Streets to this new location by the end of FY19. The new, larger facility will enable OFM to enhance vehicle collision repairs and maintenance; increase productivity; and perform additional mechanical repairs on Police vehicles from the Southwest section of the city. Currently, Police vehicle repairs for this section of the city are sent to OFM’s central Police repair location at Front Street and Hunting Park Avenue. The new location is closer to the Southwest Police districts and will significantly reduce travel time for repairs and maintenance.

Plans for Fiscal Years 2020-2024: Over the next five years, OFM plans to continue its high school internship and automotive apprentice programs. By the end of FY19, five additional students will graduate from the internship program. Four of these graduates have agreed to continue with the City as automotive apprentices. OFM plans to hire 30 high school students into the internship program from FY20 through FY24.

During FY20, OFM will complete its Shop 357 renovation, which will enable OFM to repair CNG vehicles. In anticipation of this, OFM will purchase 9 CNG vehicles during the remainder of FY19 and plans to purchase 14 more CNG vehicles in FY20. OFM also plans to construct a new CNG fuel site for CNG compactors. This new site will enable Fleet to expand the number of future CNG vehicle purchases. OFM is also in conversations with the Office of Transportation, Infrastructure and Sustainability (OTIS) to develop electric vehicle (EV) charging infrastructure that will enable expansion of EVs in the City fleet. This expansion will also include the purchase of solar powered EV charging stations to allow for 100% renewable, zero-emission vehicles. OFM is also exploring the use of Renewable Diesel fuel, which is a diesel fuel made primarily from waste products such as paper pulp waste, vegetable oil, animal fat or other waste products. It is estimated that renewable diesel fuel can cut exhaust emissions by at least 40% as compared to conventional diesel fuel and is a direct replacement for conventional diesel fuel.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Continue to implement GPS technology. Maintain OFM’s high school student internship and apprenticeship programs. Continue making the City’s fleet more sustainable by purchasing hybrid, hybrid-electric, and CNG vehicles wherever possible. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of Automotive Apprentices ¹	13	15	16	14
Employee turnover ratio ²	5.3%	N/A	5.0%	5.0%

¹ During the remainder of FY19 and in FY20, Fleet anticipates promoting 10 interns to Apprentices, bringing the total number of Apprentices up to 25. Eleven of these 25 Apprentices will be promoted to Auto Mechanics during the remainder of FY19 and in FY19, so the FY20 target for Apprentices is 14.

² This is an annual measure, and FY19 data will be available at year-end.

FLEET MAINTENANCE SERVICES PROGRAM

This program is inclusive of OFM’s 16 repair facilities, which are strategically located throughout the city. Employees include skilled shop floor technicians who are responsible for vehicle repair and maintenance services.

Accomplishments: During FY19, OFM maintained the Citywide vehicle availability around 92% (above the target level of 90%). OFM placed a high priority on the availability of public health and safety vehicles, such as radio patrol cars, medic units, fire-fighting equipment, and trash compactors, all of which are available at least 100%, as required by the respective departments and as per service level agreements.

Over the last year, OFM initiated measures to reduce unscheduled or breakdown repairs by increasing the number of scheduled preventive maintenance inspections conducted. Scheduled maintenance can be performed at a time that is most convenient to the user department, ensuring minimal disruption to departments’ workdays. With assistance from Fleet’s Asset Management System, M5, OFM ensured that 74% of maintenance performed was scheduled during the first half of FY19 (compared to 70.8% as of FY18 year-end), while the percentage of maintenance performed that was unscheduled dropped to 25.5% during that same period (from 29.2% as of FY18 year-end). This enabled OFM to enhance vehicle safety and to increase vehicle availability for operating departments.

In FY18, OFM initiated a capital project to renovate the office in its main repair facility, Shop 134 at Front and Hunting Park Avenue. During the first half of FY19, OFM also initiated a major capital project for the structural upgrade of Shop 258. These capital improvement projects will improve the productivity and safety of OFM’s employees.

Lastly, in FY19, OFM hired five automotive technicians to maintain street paving equipment. These hires support the Kenney Administration’s goal of resurfacing 131 miles of streets annually by FY23 to ensure a state of good repair.

Plans for Fiscal Years 2020-2024: OFM’s repair facility modernization initiative is expected to continue over the life of the Five Year Plan through the modernization of the Central Repair Facility at Front Street and Hunting Park Avenue. Other major capital projects over the next five fiscal years include: the completion of a structural upgrade in Shop 258 (\$3.6 million), fuel tank replacements and environmental remediation (\$12.3 million), upgrades to the fuel dispensing and monitoring system (\$4.3 million), the CNG repair facility upgrade (\$758,000), and establishment of a new CNG fueling station (\$2 million).

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Maintain the Service Level Agreement for vehicle availability for the City’s core mission vehicles. • Continue to focus on implementing and adhering to Scheduled Vehicle Maintenance. • Continue work on facility improvements as per the repair facility modernization initiative. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Fleet availability – citywide ¹	90.9%	91.6%	90.0%	90.0%
Percent of SLA met for medic units ²	120.0%	120.7%	100.0%	100.0%
Percent of SLA met for trash compactors ³	98.0%	100.7%	100.0%	100.0%
Percent of SLA met for radio patrol cars ⁴	95.3%	100.9%	100.0%	100.0%
Percent of vehicles repaired in one day or less ⁵	57.4%	53.2%	70.0%	70.0%
Fleet availability - police radio patrol cars	90.3%	90.8%	90.0%	90.0%
Percent of maintenance performed that is scheduled ⁶	70.8%	74.5%	70.0%	70.0%
Percent of maintenance performed that is unscheduled ⁷	29.2%	25.5%	30.0%	30.0%

¹ New vehicle purchases since FY16 have enabled Fleet to meet its citywide vehicle availability targets.

² The SLA is met when 55 of 75 medic units are available. Fleet’s Optimal Vehicle Replacement Strategy enabled Fleet to meet the SLA.

³ The SLA is met when 241 of 326 compactors are available. Fleet ordered and received 30 new compactors in FY18.

⁴ The SLA is met when 675 of 750 or 90% of the active radio patrol car inventory is available. In FY19, Fleet will be purchasing 150 new radio patrol cars to replenish the inventory.

⁵ Fleet’s Optimal Vehicle Replacement Strategy and associated additional funding for vehicle purchases will better enable routine maintenance on newer vehicles going forward. This is expected to drive down the volume of repairs, better enabling Fleet to meet the target. Fleet’s target for this measure is 70.0%, which is the industry standard for the percent of vehicles repaired in one day or less.

⁶ Fleet’s target for this measure is 70.0%, which is the industry standard for the percent of maintenance performed that is scheduled.

⁷ Fleet’s target for this measure is 30.0%, which is the industry standard for the percent of maintenance performed that is unscheduled.

VEHICLE ACQUISITIONS AND DISPOSAL PROGRAM

Through this program, OFM develops specifications for vehicles and equipment, initiates the vehicle purchase process, and inspects and accepts vehicles and equipment for deployment. At the end of the vehicle lifecycle, OFM prepares vehicles and equipment for relinquishment to generate revenue.

Accomplishments: Since FY16, OFM has purchased 2,563 new vehicles and equipment citywide (a \$170.35 million investment) and relinquished 2,258 vehicles (generating \$2.4 million in revenue). These purchases since FY16 represent nearly 42% of the total vehicle inventory and include 534 radio patrol cars, 37 medic units and 78 fire-fighting equipment vehicles (115 total), 107 compactors for the Streets Department, and 1,807 other specialty vehicles and equipment items. These purchases increase vehicle availability, enabling departments to provide reliable and efficient services to Philadelphia residents.

Plans for Fiscal Years 2020-2024: OFM will continue to pursue its Optimal Vehicle Replacement Strategy, which focuses on replacing critical public health and safety vehicles, including vehicles and equipment belonging to the Police, Fire, and Streets Departments. This will enable OFM to replace aged and inefficient vehicles and equipment with more fuel-efficient and technologically-advanced vehicles. Funding for radio patrol cars, emergency patrol wagons, medic units, ladders, pumpers, compactors, and street-sweeping vehicles is included in the Proposed Five Year Plan. The Plan also includes funding for new mechanics, who will help maintain the City’s fleet.



Streets compactor with vehicle safety guard.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Continue to replace Public Health and Safety vehicles as per the Optimal Vehicle Replacement Strategy. Expand the use of electric (EV) and alternatively fueled vehicles, including CNG vehicles. Utilize technology for data collection and storage. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Median age of vehicle: General Fund	4.7	4.1	4.5	4.0
Median age of vehicle: Water Fund ¹	8.5	4.5	6.0	4.0
Median age of vehicle: Aviation Fund ²	10.5	8.2	8.0	6.0
Median age of vehicle: Citywide (years)	5.0	4.2	5.0	4.0
Median age of vehicle: Trash Compactors (years)	6.7	6.5	7.0	5.0
Median age of vehicle: Medic Units (years)	3.5	3.3	4.0	3.5
Median age of vehicle: Police Radio Patrol Cars (years)	2.2	2.6	2.5	2.5
Median age of vehicle: Fire Apparatus (years)	13.8	12.3	12.5	10.0
Number of police radio patrol cars replaced / purchased	150	150	150	150
Number of medic units replaced / purchased	15	13	13	13
Number of trash compactors replaced / purchased	30	0 ³	30	30

¹ Since FY16, the Water Department purchased 490 new vehicles (nearly 48% of their overall vehicle inventory) with an acquisition cost of \$32.855 million. Since FY18 Q2, 284 new vehicles were placed into service and 183 old vehicles were relinquished from service. This has driven down the median age during this period.

² Median age is above the target due to lack of adequate vehicle replacement. The revised purchase plan in upcoming fiscal years will enable Fleet to continue to drive down the median age of vehicles to meet the target. Since FY16, the Division of Aviation purchased 151 new vehicles (just over 47% of their overall vehicle inventory) with an acquisition cost of \$9.881 million. Since FY18 Q2, 70 new vehicles were placed into service and 59 old vehicles relinquished from service. This has driven down the median age during this period.

³ OFM has initiated the purchase of 30 compactors, which are expected to be ordered during the third quarter of FY19 (and will be paid for with FY19 capital funds).

FREE LIBRARY

MISSION

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

ADMINISTRATION PROGRAM



Virtual Reality meetup at Lillian Marrero Library, part of expanded programming for adults through the Division of Cultural and Civic Engagement.

This program includes all internal-based activities that guide the work of the Library, such as executive and strategic planning functions, human resources, finance, and marketing.

Accomplishments: At the beginning of FY19, the Free Library launched its new strategic plan. A refresh of the organization's previous five-year plan, the mission and vision for this new three-year plan will remain the same and continue to guide the organization's work in three goal areas: to build a culture of literacy in Philadelphia, deliver an exceptional customer experience, and embrace creativity and innovation.³⁹

Over the last year, the Library encouraged innovative thinking and identified new ways of delivering services to best meet the needs of the public. FLP launched a three-year Skills for Community-Centered Librarianship grant, which aims to build the community-engagement capacity of Library staff, including all librarians. This program will develop a comprehensive training curriculum that focuses on assessing community needs and developing strategic collaborations in order to help staff better meet the changing learning and information needs of twenty-first-century library users. New programs aimed at community-specific audiences that go beyond traditional library service include: a podcast series focused on the people and concerns of the Fairhill neighborhood; an astronomy club for kids and a sewing and a fashion show for teens in the Logan area, drawing 600 attendees; and open microphone nights at Nicetown. Additionally, a new supply ordering system, available to all staff in February 2019, will modernize purchasing practices.

Plans for Fiscal Years 2020-2024: In order to meet its strategic plan goal of delivering an exceptional customer experience, the Library will create opportunities for staff to grow and learn in their roles and to prepare them for advancement. Over the next three years, the Library will institute new recruitment opportunities for a diverse and inclusive workforce, launch and sustain orientation and onboarding procedures, and solicit customer ideas for library innovations, all with an eye toward improved customer service. The Library will also continue to encourage staff to seek professional development opportunities. In order to embrace creativity and innovation, the FLP will use its Hatching Innovation program to seed staff ideas, develop a Futures Team to track trends that will affect library work, and analyze its policies with an eye toward refreshing those that stifle growth.

³⁹ A video overview of the FLP's three-year plan is available here: <https://www.youtube.com/watch?v=YJzyYttCe9M&feature=youtu.be>. A dashboard to track the plan's progress is available here: <https://libwww.freelibrary.org/assets/pdf/about/fy19-public-dashboard.pdf>.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Continue to develop a fully trained workforce. • Create a workforce that mirrors the diverse population of Philadelphia. • Encourage staff to experiment, explore, and challenge the status quo. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Social media usage: Facebook, Twitter, Instagram, YouTube ¹	65,561	70,220	83,375	85,000
Departmental M/W/DSBE participation rate ²	50%	N/A	40%	40%
Percentage of staff completing required courses ³	N/A	15%	25%	25%

¹ This measure counts the number of followers across the four social media platforms.

² This is an annual measure, and FY19 data will be available 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.

³ This is a new measure for FY19, so prior-year data is not available. The goal is to train everyone over four years (25% per year).

CUSTOMER ENGAGEMENT PROGRAM

This program encompasses the services that deal directly with the public, such as administration of the Parkway Central Library, the neighborhood libraries, the Library for the Blind, The Literacy Enrichment After-School Program (LEAP), and Summer Reading. Additionally, this program includes the Division of Cultural and Civic Engagement, which oversees adult and family programming around cultural and civic issues, and the unit that orders library materials.



Children enjoy the new Play and Learn Space at Wyoming Library.

Accomplishments: The Library’s Division of Cultural and Civic Engagement, which launched in September 2018, has since taken on the coordination of dynamic programs and services for adults in neighborhoods across the city. A particular highlight was “This is What Democracy Looks Like,” a first-ever system-wide program series focused on voter registration, information, and engagement in the 2018 midterm elections. Additionally, the popular Author Events series hosted more than 90 speakers during calendar year 2018, and more than one million podcasts of previous events were downloaded from freelibrary.org. A variety of new program series also

showcased the Library’s exhibitions, Black History Month, and Pride Month. This coming April, the Division will spearhead the opening of the new Heim Center for Cultural and Civic Engagement at the Parkway Central Library, a public gathering and programming space.

A variety of children’s initiatives are furthering FLP’s mission to build a culture of literacy in Philadelphia. To foster learning through play, the FLP installed Play-and-Learn Spaces and Play Terrains, outdoor installations that encourage play and nature literacy, at several neighborhood libraries to maximize children’s learning. The vibrant new Play-and-Learn Spaces at Cecil B. Moore in North Philadelphia, Whitman in South Philadelphia, and Wyoming in Feltonville, which were implemented in the spring of 2018, have transformed the children’s areas into dynamic learning landscapes that promote motor skills, language development, and early literacy. Meanwhile, Play Terrains, which are outdoor installations that encourage play and nature literacy, were implemented at Cecil B. Moore and Kingsessing in the summer of 2018. These spaces offer space for social gathering and environmental education on the Library’s “front

porch.” These outdoor spaces also connect residents to nearby Environmental Education Centers at Bartram’s Garden/Mile and the Discovery Center/East Fairmount Park Reservoir.

In the first year of a three-year grant from Vanguard, the FLP began working to improve learning outcomes for children by providing early literacy support at STAR 1 and STAR 2⁴⁰ childcare facilities. This program provided intensive professional development for staff at those facilities, outfitted classrooms with literacy spaces, and engaged families by using the proven method of parent ambassadors. Finally, two community organizers have been hired to expand outreach efforts for Read by 4th, broadening the campaign’s reach in engaging parents, neighborhood partners, small businesses, and other community members in ensuring that all Philadelphia’s children read at grade level by the end of the third grade.

Lastly, The FLP’s Prison and Re-entry Services department continues to grow. In the first half of FY18, staff taught a financial literacy course to inmates at the Detention Center at the Philadelphia Department of Prisons; and the first of an ongoing series, Authors Up Close, saw acclaimed local author Lorene Carey meeting to talk with inmates in a book club-style format at the Alternative and Special Detention Central Unit about her work and how it applies in their lives.



Parkway Central’s Heim Center for Cultural and Civic Engagement and Business Resource and Innovation Center, opening to the public in the spring.

Plans for Fiscal Years 2020-2024: To make the City’s 49 neighborhood libraries more available and accessible, particularly during the school year, the Proposed FY20-24 Plan includes funding for the additional staff needed to provide six-day service during the school year.

The Customer Engagement Program has several programs and initiatives planned for the upcoming years. Through the Division of Cultural and Civic Engagement, a new pilot program will be launched in FY20 in partnership with First Person Arts, a Philadelphia non-profit that aims to foster appreciation for individuals’ unique and shared experiences. The program, titled “Becoming Philadelphia,” will share Philadelphians’ stories of migration through a digital archive. Additional plans include: initiatives around the 2020 Census and 2020 Presidential Primaries and Election, along with a variety of civic conversations on these topics; artist and writer-in-residence programs that will be able to capitalize on the FLP’s rich collections; and expanded educational offerings for inmates and their families.

This program also plans to expand its children’s literacy efforts and engagement with children and families. FLP will seek to develop and implement a continuum of literacy services from birth through school and identify meaningful partnerships that respond to community need, including building on services already in place. The Read by 4th campaign will evaluate the reach of its activities by assessing reading levels and parent engagement and empowerment, expanding access to summer and out-of-school learning opportunities, and equipping schools to provide evidence-based literacy instruction. A comprehensive

⁴⁰ Keystone STARS is an initiative of Pennsylvania’s Office of Child Development and Early Learning to improve, support, and recognize the continuous quality improvement efforts of early learning programs in Pennsylvania. Performance standards are grouped into four levels: STAR 1, STAR 2, STAR 3, and STAR 4. Childcare programs may apply to be certified through the program. Higher STAR numbers indicate higher levels of quality. Each level builds on the previous level and utilizes research-based best practices to promote quality early learning environments and positive child outcomes. The standards address staff qualifications and professional development, the early learning program, partnerships with family and community, and leadership and management.

evaluation of the Literacy Enrichment After-School Program (LEAP), the Library’s system-wide homework help program that is a part of the City’s Out-of-School Time (OST) initiative, will take place in FY20 and will measure its effectiveness and inform future service.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Maintain an overall open rate⁴¹ for all public service facilities of at least 90 percent. • Increase adult program attendance by 20 percent. • Increase the number of library cardholders by 15 percent. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
In-person visits ¹	4,961,270	2,394,380	5,400,000	6,000,000
New youth library cards ²	57,367	6,228	26,000	15,000
Hours of service	104,640	52,039	106,800	122,000
Program attendance ³	703,307	361,237	712,500	719,500
Circulation counts (collection use statistics) ⁴	5,293,138	2,971,256	5,600,000	5,800,000

¹ Five new 21st-Century Libraries are opening in FY19 along with newly renovated areas of Parkway Central.

² This measure tracks the number of children and teens who have never been Free Library cardholders. The FY19 target number used is a stretch goal, as most School District school-aged children received cards last fiscal year.

³ Program attendance reflects the day-to-day activities of library staff to engage community residents in life-long learning. This is a roll-up of preschool, children, teen, adult, and senior program attendance.

⁴ This measure includes hard copy and e-book circulation; the number of holds that people place on titles, both in print and electronic format; and electronic database usage.

INFORMATION TECHNOLOGY AND DIGITAL STRATEGIES PROGRAM

All traditional information technology functions, including maintenance of FLP computer systems (hardware and software), the website, and digital and network services, fall under this program. In addition, this program includes the Collection Care department, which repairs and maintains physical materials and handles digitization.

Accomplishments: In FY19, significant upgrades and changes have been implemented to facilitate better technology-based service to Library customers. The point-of-sale system by which patrons pay for fines and fees was upgraded to provide secure, federally compliant credit card transactions at all locations. In addition, the speed of the library’s primary connection to the internet was increased from 1GB to 10GB, improving the user experience on desktop computers and with Wi-Fi. Internally, the information technology staff are migrating physical web servers to virtual environments to better position the Library to handle future space and operational needs. This migration will be complete by the end of FY19.

Plans for Fiscal Years 2020-2024: In the coming years, the FLP will work to further enhance the effectiveness of its desktop and Wi-Fi user experiences by improving internal data-driven management. Additionally, management of hardware systems will be improved with the introduction of Virtual Desktop Infrastructure, an innovative technology that reduces the time needed to meet software and hardware requests and upgrades in the neighborhood libraries. Patrons will now be able to get the digital resources they need in days, as opposed to weeks or months.

⁴¹ This is calculated by dividing the number of actual hours open by the total number of planned open hours.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Increase the number of Digital Resource Specialists in neighborhood libraries. • Install and launch Virtual Desktop Infrastructure. • Design curriculum to prepare jobseekers and professionals along the continuum of their careers to advance their digital literacy skills. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Virtual visits via FLP website	6,361,657	3,384,778	6,500,000	6,700,000
Digital access ¹	3,568,923	1,958,242	3,700,000	3,800,000

¹ This measure includes digital reach and activities, including Wi-Fi usage, eBook circulation, electronic resource/database use and public computer use. This measure counts every login.

PROPERTY MANAGEMENT PROGRAM

This program is responsible for building maintenance, security, and custodial services for the Free Library’s 54 facilities.

Accomplishments: Several key building maintenance and security updates were implemented across the FLP system in FY18. A \$36-million transformational renovation at the Parkway Central library is nearly complete and will open to the public in the spring. The project, ten years in the planning, converted six floors of metal shelving for materials to 41,000 square feet of publicly accessible space. The new spaces include a 3,500-square-foot Teen Center, 7,500 square feet for the Business Resource and Innovation Center, and 6,000 square feet for the Heim Center for Cultural and Civic Engagement. In addition to this large project, outdated fire and burglar alarms were upgraded in all neighborhood libraries. The old systems were replaced with a cellular one, which improves overall functionality and includes a “PIN” system that assigns personal codes to each library staff member, increasing security. Additionally, 16 neighborhood libraries are now linked to a centralized dashboard to control heating and air conditioning, a renovation that is expected decrease energy use.

Plans for Fiscal Years 2020-2024: Researchers from Chapin Hall at the University of Chicago are conducting a Post-Occupancy Evaluation (POE) of the FLP’s recently redesigned and renovated 21st Century Libraries, namely Lillian Marrero, Logan, Lovett Memorial, South Philadelphia, and Tacony. The overarching goal of the POE is to determine how the renovations have influenced library use, functionality, and roles in the community. Initial site visits and reports occurred in FY18-19, and anticipated updates based on consultant recommendations will occur in FY20.

Major renovations will occur in several neighborhood libraries, including Frankford, Kingsessing, Lawncrest, McPherson Square, Paschalville, Roxborough, and Wynnefield. All additional branches will undergo roof, exterior masonry, and mechanical systems (elevator and HVAC) evaluations to determine acute need, cost and long-term plans. Evaluation, improvement plans, funding, and roll-out of Americans with Disabilities Act (ADA) updates, some of which will occur in concert with Rebuild efforts, will also take place in several locations, starting with Kingsessing, McPherson Square, and Lawncrest.

Over the past four-year planning cycle, Property Management executed approximately \$8 million worth of capital improvements through various means, including 37 HVAC improvement projects, eight new roofs, and 22 smaller improvement projects, such as new historic entry doors and elevator modernizations. In addition to the efforts associated with Rebuild, the Proposed FY20-24 Five Year Plan includes an annual investment of \$500,000 to support continued facility improvements and to help prevent emergency closures.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Deploy Municipal Guard Supervisors to all nine library cluster areas. • Leverage Rebuild resources to execute major improvements at three libraries. • Investigate potential relocations of the Fishtown and Nicetown libraries. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Building Service Requests (totals) ¹	3,686	1,530	3,800	4,000
Median turnaround time (days to completion) for building service requests	14.6	7.8	12.5	10.0
Number of events supported by property management ²	3,200	2,462	3,500	4,500

¹This is a measure of internal maintenance.

²This includes custodial work and security support for events (mainly at Parkway Central), such as weddings and the use of the kitchen. Reimbursements for this purpose go from the Foundation to the General Fund. There is seasonality to this measure: Q3 is expected to be slower than both Q1 and Q2, as fewer events take place on the fourth-floor terrace in the winter. The FY19 target is higher than the FY18 year-end due to the projected opening of new event space at the Central Library in March of 2019.

HOMELESS SERVICES

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 non-recurring in the city. OHS works with more than 60 homeless housing and service providers, as well as City, state, and federal government, to make up the homeless service system. This system provides prevention, diversion, emergency, temporary, and long-term housing to people experiencing homelessness.

INFRASTRUCTURE AND ADMINISTRATIVE SERVICES PROGRAM

This program provides support for the overall strategic direction of OHS and is comprised of two units whose work undergirds the delivery of services:

- *Policy, Planning and Performance (P3)*: P3 is comprised of planning, grants management, compliance, training, and performance management.
- *Administrative Services*: Administrative Services is comprised of asset management, contracts, facilities, finance, human resources, and information technology.

Accomplishments: In FY19, OHS released its five-year strategic plan, the Roadmap to Homes.⁴² The plan, which was developed over the course of a year with input from 500 stakeholders, establishes a shared community vision for transforming the system of care. The process also led to the establishment of Philadelphia’s first-ever local Interagency Council on Homelessness and the development of a coordinated entry- and assessment-based housing referral system, now being implemented systemwide.

OHS also secured several important grants over the last year. Through a competitive grant application process, OHS won \$36 million in funding from the US Department of Housing and Urban Development to support homeless housing and services throughout Philadelphia. Additionally, in December 2018, OHS was awarded \$1.4 million from the Federal Home Loan Bank of Pittsburgh and the Pennsylvania Housing Finance Agency through the Home4Good grant, which provides funding to address systemic gaps in support and services to help make homelessness rare, brief and nonrecurring. In June 2018, OHS was also a winner of the national “True Colors” Challenge from the True Colors Fund, which partners with communities to launch community-wide LGBTQ+ cultural inclusivity trainings with all local homeless service providers. Over 800 homeless housing staff and providers have been trained to better support LGBTQ+ individuals experiencing homelessness.



Director of the Office of LGBT Affairs Amber Hikes congratulates the City on the True Colors challenge at an event celebrating the trainings.

Plans for Fiscal Years 2020-2024: OHS will continue to conduct comprehensive reviews of its administrative and program processes and make any necessary changes to ensure quality, compliance, and

⁴² The Roadmap to Homes strategic plan can be found at: <http://philadelphiaofficeofhomelesservices.org/wp-content/uploads/2018/11/ohs-2018-road-map-strategic-plan.pdf>

efficiency to effectively support all OHS operations. The department will also continue to improve performance management, increase the usability and accuracy of homeless system data, create centralized performance tracking, and coordinate with partner agencies in the City’s health and human services cabinet to establish system-wide data sharing agreements to facilitate cross-system collaboration. The FY20 Operating Budget proposes \$100,000 in funding for the development of a facilities strategic plan which, for the first time, will bring in experts to examine, evaluate, and develop a plan for the utilization and management of all facilities. Additionally, the FY20-24 Plan adds \$6.3 million to ensure that OHS’s contractors comply with the 21st Century Minimum Wage legislation.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Work with health care systems to test new approaches to increase housing stability for people with medical and/or treatment needs who are experiencing homelessness. • Develop policies and test strategies to reduce the number of people who enter homelessness from institutional settings such as prison, foster care, and hospitals. • Develop a Facilities’ Strategic Plan. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Data Quality: Number of key data elements in the Homeless Management Information System (HMIS) that meet the completeness threshold ¹	12 of 16 Data Elements	N/A	10 of 16 Data Elements	11 of 16 Data Elements

¹ This is an annual measure, and FY19 data will be available at year-end. Completeness Threshold: Less than 10% error rate for each data element. OHS anticipates that the data quality for newly participating programs will not be as high as the data quality of existing programs, so the FY19 target is lower than the FY18 year-end figure.

HOMELESSNESS PREVENTION AND DIVERSION PROGRAM

Located at OHS Homeless Access Points, formerly known as “Intake,” this is the front door to the homeless system where OHS staff help people respond to imminent homelessness by providing counseling, mediation, and one-time financial assistance for security deposits, rent, and utilities, and, if necessary, entry into shelter.



The Young Adult Leadership Committee elevates the voices of youth with lived experience with homelessness through holding events, meeting with lawmakers, and taking part in policymaking decisions like through representation on the Roadmap to Homes board.

Accomplishments: Over the past year, OHS took several steps to strengthen its homelessness prevention system. In the fall of 2017, OHS’s Commissioner co-chaired the Mayor’s Eviction Taskforce, which released a report⁴³ and set of recommendations in the spring of 2018 and has led to stronger coordination between the City’s eviction prevention work and homeless prevention work. With funding from the City’s Housing Trust Fund (\$500,000 in FY18 and \$750,000 in FY19), OHS expanded available eviction and homelessness prevention services and, through a competitive RFP process, moved those services to community-based organizations. Furthermore, the department provided intensive training to staff on how to provide mediation to help people resolve a

⁴³ The Eviction Task Force report can be found at: <https://www.phila.gov/hhs/PDF/Mayors%20Task%20Force%20on%20Eviction%20Prevention%20and%20Response-Report.pdf>

range of issues, such as family conflict, that may have led them to seek help.

Additionally, OHS has worked to improve service delivery for youth. Historically, access to homeless services was provided through two centralized intake sites downtown, one for women and families and another for men. However, there has been a growing recognition that young people ages 18-24, while technically adults, have distinct needs and experiences. With that in mind, OHS established a new access point specifically designed for youth and hired a youth system navigator to support young people and help them find their way through the system. The youth access point, located near all modes of public transit in Center City, was designed to provide a place where young people feel more at home and where staff can explore their housing situation and figure out how to help them in the most effective way.

In partnership with the City’s PHL Participatory Design Lab, with funding provided by the Knight Cities Challenge, the City is employing a human-centered design approach to improve the experience of people entering the homeless system and the experience of the staff working with them. Through a detailed process involving the identification of “pain points” and the solicitation of input and feedback from those seeking services, the Lab identified two main areas for improvement: physical space and information-sharing. By approaching information as a service, informational materials like signs, videos, and forms are being transformed to better equip people with knowledge of what to expect and make the service delivery process more of a partnership. Additionally, OHS has begun identifying improvements to physical space at its Center City access points, with an emphasis on cleanliness and trauma-informed care.

Plans for Fiscal Years 2020-2024: Over the next five years, the department will continue to focus on expanding homelessness prevention services and reducing the number of people who enter homelessness for the first time, by continuing to expand affordable housing resources. OHS must continue to build stronger connections with other systems, like hospitals or criminal justice facilities, to reduce the flow of people into homelessness, whether they are leaving a medical facility or reentering society as returning citizens. Developing these cross-system discharge or release plans and policies is a key priority.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Continue to implement recommendations from PHL Participatory Design Lab. Employ mobile assessors, e.g. as multi-lingual and culturally-competent staff persons who can do assessments in the community and reach people who are under-represented in the homeless service system or are unable to come to centralized sites. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of households provided homeless prevention assistance ¹	837	546	725	800

¹ 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 \$1,000 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.

EMERGENCY AND TEMPORARY HOUSING PROGRAM

This program meets the immediate and short-term housing needs of people experiencing homelessness, by providing shelter beds, Safe Haven beds,⁴⁴ and transitional housing beds.

Accomplishments: In January, OHS conducts its annual point-in-time count, the purpose of which is to estimate the size of the population in need of housing and supportive services. The 2018 count showed that the number of sheltered families was 20 percent lower than it had been in 2016 and that no families were counted as being unsheltered and on the street at that time. Additionally, as of the first half of FY19, median length of stay in shelter, transitional, and Safe Haven programs in Philadelphia was 141 days, below the target goal of 160. Ninety-two percent of people who went from temporary to permanent housing in FY16

⁴⁴ “Safe Havens” are small, low-barrier entry facilities that cater specifically to those who have serious, persistent disabilities and are generally chronically homeless. The sites function like emergency shelters but have a higher staff-to-resident ratio and fewer beds.

have not returned to homelessness and at 34%, exits to permanent housing destinations are above the FY19 target of 30%.

Still, the shelter system has seen an influx of older people, especially women and people with physical disabilities and mobility challenges. To manage the discharge of patients to shelter who need a higher level of care than what is traditionally offered, OHS has contracted with a provider to add a medical respite, which is an enhanced residential facility for people who were just released from medical settings like hospitals. One of the providers with whom the department contracts also recently received a grant to pilot providing nursing care to shelter residents with more intensive medical needs. To further accommodate and be cognizant of the changing needs of shelter populations, OHS has undergone sensitivity training and revisited shelter policies to ensure that they reflect and understand the needs of people with physical disabilities.



Outreach talks with encampment residents during the 2018 PIT Count; the City later permanently closed all four large encampments in Kensington, providing help to everyone who once resided there.

OHS has added more than 200 shelter beds since the beginning of the Kenney Administration. However, despite work done by OHS to make homelessness rare, brief, and non-recurring, the opioid epidemic has added stress to the homelessness system, increasing the number of unsheltered people in Philadelphia by 378 over the past two calendar years. Through the Philadelphia Resilience Project, which is the City's interagency, unified response to the opioid epidemic, OHS has worked to resolve four major encampments humanely and effectively, as well as to help drive the homeless systems

to be more responsive to the unique needs of homeless people with Opioid Use Disorder (OUD), who have formed communities on the street in a densely populated, low-income neighborhood. Working with the Department of Public Health, the Department of Behavioral Health and Intellectual disabilities (DBHIDS), and the Police Department, OHS has employed a model that combines the use of a by-name list, extensive assessment of individual needs, time limits on occupying public space, and easy access to low barrier respites. Low barrier respites, where people can most easily access a safe bed for the night and other basic services, are extremely effective at getting people off the street and, in many cases, thinking about treatment or long-term stability. They employ a harm-reduction approach, which means that there are no requirements for entry, like sobriety or identification.

Another advance in addressing homelessness has been the establishment of the Hub of Hope. This daytime engagement center opened as a partnership between the City, SEPTA, and Project HOME in the winter of 2018. The Hub provides showers, laundry, medical care, food, and access to substance use disorder and mental health treatment, and housing. In its first six months of operation, the Hub of Hope had over 41,000 visits from more than 2,500 individuals.

While street homelessness and the opioid epidemic are the most visible manifestations of the homeless crisis, families also continue to struggle with housing stability. Continuing to keep families off the street and in emergency and long-term housing is a key part of OHS's work. The Building Early Links for Learning (BELL) Project, led by a provider with whom OHS contracts, has provided leadership and

collaboration to increase enrollment of homeless children into high-quality early childhood education programs. Funded by the William Penn Foundation (\$320,000) and Vanguard (\$1.4 million over three years), the project is seeking to provide 300 homeless children with access to high-quality early childhood education.

Plans for Fiscal Years 2020-2024: Over the next five years, OHS will continue to focus on reducing the length of shelter stays, increasing exits to permanent housing, and establishing and increasing income at exit. OHS will also continue to focus on performance through the establishment of a new training unit and accountability through clear, appropriate, and consistent standards. OHS will continue to focus on expanded connections to employment by building connections with employment and training system partners, in coordination with Philadelphia’s workforce development plan, Fueling Philadelphia’s Talent Engine.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Meet the unique housing needs of people exiting street homelessness who have an Opioid Use Disorder. • Eliminate the practice of providing chairs to people experiencing homelessness who come in for shelter after hours by providing beds instead. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percent of exits to permanent housing destinations from shelter and transitional housing programs ¹	35.0%	35.0%	30.0%	35.0%
Median length of stay in shelter, transitional, and safe haven programs ²	154	141	160	154

¹ OHS expanded the number of programs participating in the Homeless Management Information System (HMIS) starting in late FY18. The FY19 target is lower than the FY18 year-end, as it is not yet clear whether OHS will see the same overall rate in FY19 as was seen in FY18. While the target is lower because of that uncertainty, the year-to-date percent is equal to the year-end percent in FY18. Over time, this expansion will give OHS a better overall picture of the system.

² Safe Havens serve hard-to-reach homeless persons who have severe mental illness, are on the streets, and have been unable or unwilling to participate in supportive services. The program provides 24-hour residence for an unspecified duration.

PERMANENT HOUSING PROGRAM

Through this program, OHS connects people who are literally homeless⁴⁵ to several different sources of permanent housing, including:

- *Naturally-occurring:* Finding housing with family, friends, or roommates.
- *Supportive housing:* An evidence-based strategy, supportive housing provides a rent subsidy with wrap-around services to people with disabilities or those living on extremely low fixed incomes; it has a 90 percent success rate in preventing a return to homelessness.
- *Rapid Rehousing:* A short-term rental subsidy with housing case management focused on income stabilization; rapid re-housing has an 85 percent success rate.
- *Riverview Home:* A personal care facility licensed by the Pennsylvania Department of Human Services, Riverview provides individualized services to adults who need help with activities of daily living (ADLs) but who are not appropriate for nursing home.

Accomplishments: OHS has been focusing both on expanding proven models of permanent housing and piloting new, innovative models. Using needs-based assessments and housing referrals, OHS prioritizes those most vulnerable and in need. For example, over the past two years, OHS has added 200 new permanent housing opportunities with the highest priority being for those with significant disabilities and a history of chronic homelessness. Additionally, in FY19, OHS added a landlord engagement specialist to its office specifically to focus on finding private landlords who are willing to rent to potential tenants who are transitioning out of homelessness or who are imminently homeless.

⁴⁵ This refers to the federal definition of homelessness, as defined by HUD. Those served by OHS have no options and would be on the street, outside, or in other places unfit for human habitation without intervention.

The department has expanded subsidized housing programs designed to keep individuals from returning to homelessness. Last year, OHS created the shallow rent program, HOME\$200, to help people with disabilities and who have very low fixed incomes to get out of shelter more quickly. OHS pre-selects and pre-inspects private market units and provides a case management service package. The tenant pays a flat \$200/month rent and utilities through electronic debit, and the City pays the balance (\$600), which is about half the cost of a regular subsidy. The housing units must meet certain quality standards and the participants must agree to training and supports, as



OHS is one of over thirty agencies part of the Philadelphia Resilience Project, the Kenney Administration's unified, inter-agency approach to the opioid crisis. Part of #ResilientPHL included permanently closing all four major encampments in Kensington, with OHS working with other offices and partners to expand shelter beds.

well as having their portion of the rent deducted automatically on the first of the month. In the first year of the program, this program served 40 people. OHS has also been piloting a program, in partnership with DBHIDS, called High-Five. Through this program, 45 people with multiple contacts in homeless shelters, on the street, in jail, and mental health systems are being offered a housing subsidy with the specific goal of reducing recidivism.

The department has expanded its Rapid Rehousing program, which targets families and individuals who are in emergency or transitional programs, by 32% from FY16 to FY18, when there were 447 placements. In addition to OHS' own Rapid Rehousing program, in the spring of 2018 the department launched a pilot Rapid Rehousing program in partnership with the Department of Human Services, which was tailored specifically for families ready for reunification. So far, 20 families have been referred to the program.

Thanks to additional General Fund support provided in connection with the Philadelphia Resilience Project, the department expanded Housing First opportunities for people with OUD. Between FY18 and FY19, a total of 163 new Housing First subsidies were added. Housing First, one of the most effective ways of ending street homelessness for those who lack family connections and supports, moves people directly from the street into their own units with intensive wrap-around services. It is an evidence-based practice for people who are chronically homeless with a serious mental illness that Philadelphia has been applying to those with OUD with great success. To date, all individuals housed through the Housing First model remain housed, except for those who have been incarcerated or have died.

Plans for Fiscal Years 2020-2024: In coordination with the Philadelphia Resilience Project, the Administration's unified approach to tackling the opioid epidemic, the FY20-24 Plan includes \$26.5 million for three staff persons and additional emergency, temporary, and long-term housing. OHS will continue to focus on assessment-based housing referrals to prioritize those most in need, expand resources to house more people who have no naturally occurring affordable options, and continue to streamline the housing process to reduce the length of time from referral to move-in.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Implement landlord engagement program to increase the number of landlords and housing units available to people exiting homelessness. • Implement a “move-on” strategy to help people exit to permanent housing from high-cost, service-rich housing when they are ready. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of households provided Rapid Rehousing assistance to end their homelessness ¹	447	195	400	425
Number of households placed into all types of permanent housing, including permanent supportive housing and rapid rehousing ²	841	412	860	875

¹ Totals vary across quarters, and the pace toward the year-end goal depends administratively on grant timing, contracting, referrals, and time it takes for households to locate and move into a housing unit in the community.

² The Philadelphia Housing Authority has reduced the number of blueprint vouchers since FY17.

HUMAN RELATIONS

MISSION

The Philadelphia Commission on Human Relations (PCHR) is the City's official civil rights agency. The PCHR enforces an important set of laws that prevent discrimination and promote equality. The PCHR works to: enforce anti-discrimination laws, especially the City's Fair Practices Ordinance; administer the "Fair Chance Hiring" law that prevents discrimination against people with criminal records; investigate complaints of discrimination and violations of civil rights laws; resolve community conflicts through dialogue and other dispute resolution methods; and educate the public on their legal rights and responsibilities. This work is led by a nine-member commission appointed by the Mayor that decides disputed complaints and conducts hearings to educate and inform the public. The PCHR works to make sure that everyone in Philadelphia has equal rights and opportunities.

Since 1993, the PCHR has also staffed the Fair Housing Commission (FHC), which is charged with remedying unfair rental practices and addressing unsafe and unhealthy conditions in rental properties through enforcement of the Fair Housing Ordinance.

ACCOMPLISHMENTS

Compliance Unit: The PCHR's Compliance Unit enforces laws that prohibit discrimination and promote equality. These include Philadelphia's anti-discrimination law, the Fair Practices Ordinance; the Fair Criminal Record Screening Standards Law ("Ban the Box" now known as the "Fair Chance Hiring Law"); and the Entitlement to Leave Due to Domestic or Sexual Violence Ordinance. The unit also regularly educates businesses, housing providers, and the public about these laws. Since FY17, the City has been defending a lawsuit surrounding the Wage Equity law. The PCHR stands ready to enforce the new law and to provide education to employers and the public at the conclusion of the litigation.

The PCHR has a work-sharing agreement with the federal Equal Employment Opportunity Commission (EEOC). Under contract with EEOC as a Fair Employment Practices Agency (FEPA) that aligns with the Federal Fiscal Year,⁴⁶ the PCHR receives dual-filed discrimination cases, which it investigates and closes. In FY18, the PCHR closed 145 cases generating \$106,800 from the EEOC for its case closings and outreach activities. The PCHR expects to close 159 cases in FY19.

When necessary, the PCHR conducts educational hearings addressing discriminatory conduct or other issues of inequality. In an effort to address racism and discrimination in Philadelphia's lesbian, gay, bisexual, transgender, and queer (LGBTQ+) community, the Commission held an educational hearing in FY17 resulting in a series of recommendations. In FY18, the Commission issued its one-year follow-up report describing compliance by bars and non-profits in the Gayborhood, who received mandatory training for staff and management, as well as Implicit Bias Training. In an ongoing follow-up to this effort, early FY19 saw additional training and the successful realization of a recommendation conceived from the PCHR report: the Community Leadership Pipeline Initiative. The initiative, developed through the Office of LGBT Affairs, along with many community-based organizations, will prepare LGBTQ+ people of color, youth, trans people, and seniors for leadership positions with local non-profit organizations.

The Compliance Unit also operates a Discrimination Mediation Program, which resolves employment, housing, and public accommodations discrimination cases efficiently by drawing upon support from volunteer lawyers who have trained in mediation. Mediation makes processing cases more efficient by settling issues at an early stage and avoiding lengthy investigations. In FY18, 26 cases were mediated, and the total monetary recovery for complainants resolved through mediations, settlements, and conciliations

⁴⁶ The Federal Fiscal Year runs from October 1 through September 30 each year.

was just over \$365,000. So far in FY19, 17 cases have been mediated and the total recovery for all mediations, settlements, and conciliations has been just over \$240,000 for complainants.



PCHR Deputy Director of Compliance, Pamela Gwaltney, leads a training event for City employees.

The Fair Criminal Record Screening Standards Law, also known as the Fair Chance Hiring or “Ban the Box” Law, governs employers’ use of criminal background information during the job application process. New provisions to the Fair Chance Hiring Law in FY18 expanded the law to include juvenile records. In FY18, the PCHR investigated 19 cases,⁴⁷ as well as increased its training on the law to the community, human resources professionals, and lawyers. FY18 also saw the completion of preparations for the Fair Chance Hiring Media Campaign aimed at individuals with criminal records and businesses to promote the City’s Fair Chance Hiring Law. In the first quarter of FY19, the PCHR launched its multimedia campaign, in which English and Spanish messaging was delivered through print, online, SEPTA display advertising, public service announcement radio spots, and “know your rights and responsibilities” distribution materials.

The PCHR continues to be actively involved in The Coalition for Restaurant Safety and Health (CRSH), which is a coalition of advocacy and government groups in Philadelphia that is working to promote respectful and safe workplaces in the restaurant industry. Restaurant workers are particularly vulnerable to sexual harassment, as restaurants are the biggest source of sexual harassment complaints nationwide.⁴⁸ CRSH trainings educate employees and management in how to identify abusive behaviors, respond to situations of sexual violence, and create a supportive, productive, and safe workplace culture. CRSH also offers anti-harassment policy guidance for employers. In FY18 and FY19, the EEOC has supported the PCHR in this effort through \$1,400 in annual cooperative engagement fund grants. In October 2018, the PCHR’s Executive Director presented the project and the coalition’s progress at the EEOC’s regional meeting along with other state and local partners.

At the Mayor’s request, in April 2018, the PCHR investigated the racial bias incident that occurred at a Philadelphia-area Starbucks establishment. Specifically, the PCHR was asked to examine the policies and procedures of Starbucks and to identify whether there was a need for implicit bias training for the employees and management. The PCHR’s report was submitted to the Mayor and the Chief Executive Officer of Starbucks in November 2018. Due to a confidentiality agreement the PCHR entered into with Starbucks to receive sensitive and confidential company information, the report was not released to the public. The report included the PCHR’s insights obtained from its investigation as well as provided recommendations to prevent similar situations from occurring in the future. After the investigation, the PCHR created Best Practice Guidelines for Places of Public Accommodations, which will be available in the latter half of FY19.

Community Relations Division (CRD): The CRD provides a variety of conflict resolution and mediation services to resolve neighborhood disputes and works to engage people of different backgrounds to promote intergroup harmony. The CRD also conducts skills-building workshops and serves as the general educational arm of the PCHR. Through its Dispute Resolution Program, the CRD responds to requests from

⁴⁷ PCHR’s FY18 year-end case number was lower than anticipated because 15 cases were not investigated due to legal issues that now have been resolved.

⁴⁸ Johnson, S. & Madera, J. (2018, January 18) Sexual Harassment Is Pervasive in the Restaurant Industry. Here’s What Needs to Change. *Harvard Business Review*. Retrieved from <https://hbr.org/2018/01/sexual-harassment-is-pervasive-in-the-restaurant-industry-heres-what-needs-to-change>.

residents, policymakers, and law enforcement to help quell neighbor disputes and other volatile situations that have not yet escalated to violence and are not being litigated in court. It is one of the most frequently-accessed initiatives offered by the PCHR, helping to divert police presence or constituent services resources to more pressing matters by preventing neighborhood problems from escalating. In FY18, the CRD investigated 360 neighbor dispute cases and 74 intergroup conflicts through its Intergroup Conflict Response Program.

The PCHR continues to respond to many hate crime and bias incidents. In FY18, the PCHR recorded 65 separate incidents. Of these incidents: two were not hate-related, 60 were confirmed, and three were unconfirmed (insufficient information to establish as hate-related). To combat further hate and bias incidents, the CRD staff has increased outreach to many communities including immigrants and refugees, LGBTQ+ residents, and various religious groups. The CRD staff also established the creation of quarterly Prevention Plans for each Police District so the PCHR can proactively conduct outreach and education to try to prevent further acts of hate or bias.



CRD staff represents the PCHR at an event.

Throughout FY18, the PCHR also continued to deploy its Philadelphia Civil Rights Rapid Response Team, an interdisciplinary group of civil rights leaders from City, state and federal agencies, the School District of Philadelphia (the District), and advocacy groups that respond to hate crimes, bias incidents, and violent acts that have bias potential. The Team also is involved in creating education programs.

Every month, the PCHR convenes an Interagency Civil Rights Task Force that is made up of local, state, and federal law enforcement agencies and community partners who work to prevent intergroup tension and bias crimes. It is through this partnership that the PCHR co-hosted the second “Unifying Our Communities: Responding to Hate” summit in FY18, along with the Pennsylvania Attorney General’s Office, the Anti-Defamation League, and the Interfaith Center of Greater Philadelphia. This summit was led by leaders of the community and faith-based and non-profit organizations and provided the public with an update on the status of hate crimes in Pennsylvania and the Philadelphia region. The third summit was held in February 2019.

The CRD is also proactive in conflict resolution through its Prevention and Community-Building Program, which seeks to engage the community through a variety of programs. These programs include leading and participating in outreach events and activities; organizing community dialogues; and conducting information sessions and skills workshops for community stakeholders. In FY18, CRD conducted bias awareness training to faculty and staff of three District-operated schools and one charter school, participated in a bias awareness symposium for high school students, and provided two trainings in de-escalation to District school police officer recruits. The CRD also conducted de-escalation technique training for the entire staff of the Free Library, starting in FY17 and continuing in FY18.

Beginning in FY18, the PCHR brought together elected officials of the Northeast section of Philadelphia to gain support for a program to address racism in the region called, “We Are the Northeast.” Through the support of an International Legislative Fellow from the United States Department of State and VISTA summer associates, this project commenced in early FY19. With widening reports of racist hate incidents in other geographic areas, the project has expanded to become the “Philadelphia One Project” to help build community-based leaders to address racist incidents in their own neighborhoods.

As part of the Changing Neighborhood Project, the CRD continued planning in FY18 for Breaking Bread, Breaking Barriers 2.0. The initiative, facilitated by CRD staff, brings together diverse communities in the City through food and dialogue to cultivate relations beyond cultural differences and strengthen community involvement with plans to hold sessions in five different parks in 2019. The initiative continues in partnership with the Penn Project for Civic Engagement and Reading Terminal Market (RTM) and is newly joined by the Fairmount Park Conservancy and Vetri Cucina.

In FY18, the PCHR began developing a Good Neighbor Guide, which will be a print and on-line publication for the public that will include tips, conflict resolution techniques, and resources to build and maintain quality of life for city residents. The Guide will be completed and distributed in FY19 throughout the city.

Lastly, the PCHR continues to participate actively in the International Association of Official Human Rights Agencies (IAOHRA), which is an association of directors and commissioners of local and state human rights/relations agencies.

Fair Housing Commission (FHC): The FHC enforces the Fair Housing Ordinance (FHO) (Chapter 9-800 of the Philadelphia Code), which addresses unfair rental practices in housing, particularly when a property has been cited for code violations. Each year, hundreds of tenants file complaints with the FHC seeking redress after their landlords engage in unfair rental practices, such as terminating a lease when a property is cited for code violations or retaliating against tenants for exercising their legal rights. The FHC also conducts educational outreach to inform tenants and landlords of their legal rights and responsibilities.

FHC leadership has played an active role in the Mayor’s Eviction Task Force since the task force’s formation in September 2017. The task force is charged with issuing recommendations on how to ease or end the eviction crisis that is affecting many low-income Philadelphians. Among other initiatives, members of the task force have focused on promoting and strengthening the Fair Housing Ordinance to provide greater protections for tenants and landlords in the city. In FY18, the FHC hosted a series of Focus Groups addressing the housing needs and opportunities for the disability, immigrant and refugee, and LGBTQ+ communities. Since the inception of the task force, the FHC has seen an increase in demand for its services. In FY18, the FHC handled 386 cases, a 29% increase from FY17. In the first half of FY19, the FHC has already handled 200 cases. The FHC will launch a pilot mediation program in FY19 to offer an alternative to cases going to hearings.

The FHC will be impacted by new legislative changes in FY19. In January 2019, the Mayor signed the Good Cause Eviction Bill that amends the current FHO, which the Fair Housing Commission is responsible for enforcing. For leases less than one year, “Good Cause” prevents an owner or landlord from issuing a lease termination notice without first showing a “good cause,” such as habitual non-payment by the tenant or causing substantial damage to the property. Tenants can challenge the landlord’s notice in court or at the FHC. This is the most significant amendment to the Fair Housing Ordinance since 1962 and likely will lead to a further increase in the FHC caseload.



FHC Executive Director Rue Landau and the Fair Housing Commissioners join Mayor Kenney as he signs the Good Cause Eviction bill into law, January 2019.

In coordination with activities commemorating the fiftieth anniversary of the Fair Housing Act, FHC staff increased outreach and education of the FHO. In April 2018, the PCHR and FHC co-hosted a Fair Housing workshop along with Greater Philadelphia Associations of Realtors on the Fair Housing Act, Philadelphia’s Fair Housing Practices.

PCHR/FHC Administration: In the fourth quarter of FY18, the PCHR introduced a new case management program, which enhances the Commission’s ability to analyze data, track metrics, and run reports more efficiently. Going forward, the system will assist PCHR staff with case management, tracking, and reporting tasks and will enhance the analysis capabilities for process improvement and performance reporting.

PLANS FOR FISCAL YEARS 2020-2024

Over the next five years, the PCHR will continue to work to enforce anti-discrimination and equality laws and increase outreach to communities throughout the city. One of the Commission’s key initiatives going forward includes increasing outreach and education to the business community on all laws enforced by the PCHR. The PCHR will publish and distribute the Good Neighbor Guide, which is a guide providing tips, conflict resolution techniques, and resources to build and maintain stronger neighborhoods and a greater quality of life. PCHR also plans to finalize and distribute a Best Practices in Places of Public Accommodations guide. The Commission will continue to work with the CRSH to educate restaurant owners and their employees on their rights and responsibilities regarding preventing workplace sexual harassment.

The FHC anticipates creating internal systems and processes to address Good Cause Eviction cases and will conduct new outreach and education on the law. The FHC also plans to increase education and outreach to tenants and landlords to highlight any new amendments to the Fair Housing Ordinance. The Commission will also continue to partner with the Mayor’s Eviction Task Force to conduct increased education and outreach on unfair rental practices and the Fair Housing Ordinance.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Create new efficiencies for case handling. • Establish partnerships to expand programs. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Discrimination cases investigated ¹	145	92	159	159
Ban the Box cases investigated	16	19	50	50
Neighbor disputes investigated ²	360	120	340	340
Intergroup conflict cases investigated	74	26	60	60
Prevention/education activities ³	221	88	188	188
Fair Housing Commission number of cases	386	200	300	300

¹ Targets reflect the numbers in PCHR’s contract with the Equal Employment Opportunity Commission (EEOC). This contract runs over the course of the Federal Fiscal Year (10/1-9/30), so FY18 Actual figures are for 10/1/17-9/30/18, FY19 YTD figures are for 10/1/18-12/31/18, the FY19 Target is for 10/1/18-9/30/19, and the FY20 Target is for 10/1/19-9/30/20. FY18 YTD performance was low due to retirements among staff. PCHR anticipates that the number of cases investigated will increase before the end of the year to meet the target.

² Neighbor disputes tend to increase in the spring. As a result, PCHR expects to meet the FY19 year-end target.

³ These activities include attending or organizing outreach events and activities; conducting information sessions and skills workshops for community stakeholders (i.e. informing community about PCHR and city ordinances, conducting workshops on conflict resolution, connecting people to resources); and organizing community dialogues.

HUMAN RESOURCES AND CIVIL SERVICE COMMISSION

MISSION

Under the guidance of the Civil Service Commission, the Office of Human Resources (OHR) works to attract, select, and retain a qualified, diverse, and effective workforce to support the goals of the City. OHR accomplishes its mission by administering the City’s Civil Service system, the purpose of which is to create and maintain workforce management programs based on merit and equity. OHR classifies and determines equitable pay rates for all civil service jobs; develops and administers examinations for candidates for City employment; and establishes ranked lists of qualified candidates for hire and promotion. OHR creates and adjusts civil service regulations as City programs, employment law, and bargaining agreements change; enforces regulatory compliance to reduce risk to the City; leads and guides human resource managers who are based within departments; and develops and manages a competitive yet cost-effective benefits program for non-union employees and union employees who opt into it.

ACCOMPLISHMENTS

Hiring Services: In FY18 and during the first half of FY19, a total of 4,395 candidates were hired from civil service-eligible lists. As of December 2018, there were 30,550 candidates available for hire.

OHR continues to increase its efforts to diversify the applicant pool for City jobs over the last year. In 2018, OHR posted on its social media in numerous languages, including Spanish, Russian, Mandarin, and French; made nearly 200 City job announcements on the statewide job board, CareerLink; and attended 12 job fairs held by diverse groups of organizations, universities, and elected officials throughout Philadelphia. The Department also continues to leverage its Twitter account, @PHLCityJobs, to reach the widest possible candidate pool.

Hiring Services continues to provide targeted recruitment recommendations and diversity plans to departments to assist them in obtaining qualified and diverse candidates. OHR’s recommendations include targeting Historically Black Colleges and Universities (HBCUs), Latinx and Asian populations, and developing relationships with schools that have specific fields of study. Hiring Services has also focused on implementing more convenient testing for City positions. These efforts include on-site testing at the Free Library for Librarian positions; on-site (at the City employment fair, Water Department, and Temple University) testing for Graduate Civil Engineer positions; testing at the City’s annual job fair and the Water Department’s “Working with Water” event; and on-site testing at West Chester University for Graduate Chemist positions. Hiring Services is scheduled to visit and conduct on-site testing for positions at HBCUs.

Several departments have shared their challenge in attracting engineering interns who are seniors and at the top of their class because there was no way to guarantee or offer a position to these students directly after they complete their internship. Hiring Services met with departments’ leadership and developed an “intern to hire” pilot, which allows interns to move to an eligible list for hire after they complete their internship programs successfully and pass a qualifying exam. This provides departments the opportunity to hire an intern whom they have trained and in whom they have invested. This pilot is also sensitive to the importance of diversity and mandates that recruitment for interns be executed in diverse communities/universities. This pilot is currently in effect in the Streets Department and OHR is exploring the possibility of expanding to additional departments.

OHR continued to work with other departments over the last year to address City hiring and personnel needs. In partnership with the Office of the Chief Administrative Officer (CAO), OHR team members developed career pathways for two Future Track job training groups in Streets and collaborated with the Office of Workforce Development on two major City as a Model Employer Career Pathway programs –

Seasonal Library Assistant to permanent Clerical Assistant at the Free Library and the Hospitality Careers Program, which trains participants for the Custodial Worker 1 position at the Airport.

Benefits Administration: The Benefits Unit is responsible for strategy development, compliance and administration of City Administered Health Plans (CAP), and the unit's scope of responsibilities includes active and retired employees who are covered by the CAP plan. Benefits also supports the City's four unions via ongoing ancillary initiatives, such as the management of benefit opt-out and open enrollment programs, and/or City-wide benefit offerings.

In 2018, the Benefits Unit received an Innovation Award from the Greater Philadelphia Business Coalition on Health. The winning submission was called *Grown-Ups Only: A Case of Adult Learning in Wellness Programs*. The submission's innovation was the application of adult learning theory to wellness, focused specifically on how this application can influence behavior modification and improve employee engagement. Benefits' focus on adult learning was prompted by plan design changes to the health and wellness plan over the last five years and the need to maintain employee participation and engagement. Wellness numbers for calendar year 2018 are 48.8%, which exceeds the national average for programs which require employee and spouse/life partner participation.

In January 2017, the CAP plan implemented two key copay changes: increasing copays for emergency room visits, and decreasing copays for visits to urgent care centers. The CAP plan also implemented utilization of retail clinics as an alternative to the emergency room. Since these changes have been implemented, OHR has seen a reduction in emergency room visits (by 1% over the last year, with costs reduced by 8%) and an increase in urgent care center visits (27%) and retail clinics (44%).

Benefits also continued to focus on managing prescription drug costs under CAP during the last year. The CAP prescription program focuses on: Step Therapy, which is a generics-first initiative; Maintenance Choice, which includes prescription-dispensing requirements to include a three-month supply; and the requirement to obtain prior authorization for all specialty drugs. For 2018, generic dispensing rates reached 86.4% and maintenance dispensing rates reached 23.9% (meaning that 23.9% of prescriptions were for three-month supplies). The CAP plan is outperforming the City's prescription provider's book of business and the City's peer group with respect to generic and maintenance fill rates. Decreases in utilization and cost for specialty drugs have enabled the City to avoid additional prescription drug costs.

Benefits also continues to focus on educating employees and managers to become better health care consumers by promoting Lunch and Learn seminars that are hosted by health care vendors and health care professionals. Close to 900 employees (14% of employees enrolled in CAP) participated in a group learning session in calendar year 2018. Benefits also continues to message to employees through its Benefits Newsletter and through email.

Further evidence of employee engagement in health care can be seen through completion rates achieved through the Centers for Disease Control Diabetes Prevention Program, which is focused upon education and behavior modification of individuals identified in the diabetes high risk category and aims to reduce the chances of individuals within this category of becoming diabetics. Of all the local employers participating in the pilot, the City of Philadelphia attained the highest completion rate, at 90%. Participants' average weight loss was over 11 pounds. As diabetes is one of the top chronic conditions that City employees face, OHR will conduct a full diabetes prevention program in 2019.

In addition, OHR, in collaboration with the Office of the Director of Finance, is working to oversee the implementation of OnePhilly, which is a new integrated human resources, payroll, time and attendance, benefits, and pensions system. OnePhilly will allow for more efficient operations and improve services for employees and is a critical component of OHR's modernization process. To date, the benefits and HR components of self-service have been implemented.

PLANS FOR FISCAL YEARS 2020-2024

The major initiative for the Department over the next 18-24 months will be a collaboration with the CAO to review people processes across the City. The project will take a comprehensive approach, examining human resources (HR) functions and exploring opportunities for improvement by leveraging technology, promoting greater partnership between HR and operations, driving inclusion and equity, and encouraging collaboration. The goal is to create a sustainable and supportive environment that enables the City to attract and retain a high-quality and diverse workforce that provides quality services. OHR has begun to evaluate existing regulations and policies that may hinder time to hire, pilot improvements to selection processes, and leverage augmented services to reduce processing time for selected candidates. OHR is also developing strategies to improve the candidate experience that will have a significant impact on how the City is viewed as an employer.

OHR will continue to support the implementation of OnePhilly as the pensions and payroll components are implemented. OHR will continue to leverage technology, wherever possible, to improve the efficiencies of its operations and further develop our ability to assess success by creating a people analytics function that will use data more effectively.

FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percent of civil service eligible lists produced on or before targeted date	98.6%	98.9%	95.0%	95.0%
Average number of days for producing civil service eligible list	48	47	≤ 48	≤ 48
Percent of civil service exams administered on published and projected target date	94.5%	95.0%	95.0%	95.0%
Percent of new hires who have satisfactory or higher performance evaluations and have not been involuntarily separated after one year of hire ¹	97.8%	92%	95%	95%
Percent of employees and spouses/life partners who completed wellness initiatives ²	48.8%	N/A	47.5%	48%
Number of civil service eligible lists ³	390	188	N/A	

¹ OHR is using this measure to assess the quality of eligible candidates.

² This is an annual measure that is calculated on a calendar year basis. 2018 was the third year for spousal/life partner inclusion. Enrollment data will be available in October.

³ The number of lists produced annually depends on departmental needs and requests, so OHR does not set targets for this measure. The number of lists typically varies from 250 to 450.

HUMAN SERVICES

MISSION

The Philadelphia Department of Human Services (DHS) is the county’s child welfare agency. The Department’s mission is to provide and promote child safety, permanency, and well-being for children and youth at risk of abuse, neglect, and delinquency.

ADMINISTRATION AND MANAGEMENT PROGRAM

The Administration and Management (A&M) Division supports the overall business needs of all the operating divisions of DHS. This includes human resources, employee relations, payroll, health and safety, transportation, record management, and facilities management.

Accomplishments: During FY18, DHS engaged in an aggressive hiring push for social worker services managers and youth detention counselors, as these groups accrue most of DHS’s overtime. Within six months of hiring the first classes, DHS saw declines in overtime costs.



Children having fun at a DHS Out of School Time program.

DHS has also focused on improving employee retention. With collaboration from DHS University, which is the training and professional development arm of DHS and its provider partners, DHS implemented a new hire mentor program for DHS investigators and maintained a leadership academy for mid-level managers. DHS University also developed a partnership with local universities to promote professional development for Philadelphia child welfare staff.

Plans for Fiscal Years 2020-2024: During FY20-24, A&M will work to develop and implement a supervisory development program for new, transitioning and existing supervisors/managers. Additionally, A&M will work to develop an internal human resources dashboard for management purposes. The dashboard would be designed to pull in key data that can be used to plan and manage the workforce.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Fully implement OnePhilly. Increase recruitment and retention of qualified candidates. Increase the ability to report out on A&M services. Work with Public Property to build a collaborative workspace for staff. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percentage of DHS/CUA employees who complete Charting the Course and stay employed in the DHS or CUA system for one year ¹	72.0%	74.0%	≥ 70%	≥ 70%

¹ Charting the Course is a mandatory six-week course for all new case managers (hired at DHS and at CUAs). This measure captures both hiring and training for new employees.

FINANCE PROGRAM

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 and contracted providers have the necessary budget and fiscal support to successfully carry out their missions.

Accomplishments: During the past fiscal year, Finance significantly improved the contracting process to allow for timelier conformance. The percentage of placement contracts conformed in the first quarter increased from 38% in FY18 to 88% in FY19. Finance also worked to streamline the state invoicing process to allow for a more timely and improved cash flow to the City from the Commonwealth of Pennsylvania. Finally, Finance worked with DHS’s state partners to increase federal revenues that will offset state and local child welfare expenditures.

Plans for Fiscal Years 2020-2024: During FY20-24, the major focus of Finance’s work will be to prepare the Department for full implementation of the federal Family First Prevention Services Act (FFPSA), which was signed into law in 2018. This work will include developing ways to maximize revenue and improve DHS’s invoicing process with more granular data and improved systems. Additionally, Finance will support DHS’s operating divisions in developing and supporting contracts that will allow for an array of services to support children and families in the community and to decrease reliance on placement services.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Work internally to prepare for the Family First Prevention Services Act, including developing plans to maximize revenue. • Continue to refine contracting process to allow for timelier conformance. • Continue to refine invoicing process to allow for more timely processing of payments and receipt of revenue to the City. • Refine internal mechanisms to track financial trends via service type. • Collaborate with Performance Management and Technology to support the implementation of performance-based contracting in FY20 and FY21. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percentage of current year placement provider contracts conformed by the end of Q1 ¹	38%	88%	≥ 75%	≥ 75%

¹ The goal is to conform most contracts early in the year so that providers can get paid expediently

PERFORMANCE MANAGEMENT AND TECHNOLOGY (PMT) PROGRAM

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 entire information technology system, and gathers and produces data to monitor system performance.

Accomplishments: Over the last year, PMT successfully completed the first full year post-baseline of the CUA scorecard, which is a tool that provides a roadmap for improvement and measures quality. As part of this effort, PMT reviewed approximately 3,000 case record files to ensure quality service and compliance with policy and regulations.

PMT also launched a new state-of-the-art data center and successfully migrated approximately 90% of DHS’s data applications; developed and implemented a tool to assess both quality and compliance for congregate care-level providers; and created and administered a survey to approximately 500 youth about their experiences in residential care.

Plans for Fiscal Years 2020-2024: To keep children safe and to divert them from the child welfare system, the Proposed Five Year Plan includes \$5.2 million of increased funding over the life of the Plan, to be matched heavily with federal and state grants. This funding will allow DHS to fully comply with new requirements associated with the implementation of the federal FFPSA and to maximize federal revenues. It will also allow DHS to continue to reduce its reliance on congregate care settings and expand its array of prevention services so that as many children and youth can be diverted from the child welfare system as safely possible.

During FY20-24, PMT will operationalize a new integrated case management system as well as further develop and enhance monitoring and evaluation of contracted providers. PMT will also continue to enhance data collection and reporting capabilities with a focus on research projects designed to assist with further reform efforts of the child welfare and juvenile justice systems.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Continue to finalize development and production of the Integrated Case Management System and migrate off legacy systems. Continue to enhance data analysis capability for DHS by supporting more robust data analysis, including the use of qualitative survey data. Provide rigorous, actionable research to assist with reform efforts in the Child Welfare Operations, Community Based Prevention Services and Juvenile Justice programs. Continue to enhance monitoring and evaluation of providers. Continue to finalize business and financial model for performance-based contracting. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percentage of CUA case file reviews completed per quarter ¹	15.0%	15.0%	15.0%	15.0%

¹ DHS reviews approximately 600 case files per quarter. Reviews help to form the basis for data that appears in the CUA Scorecard.

COMMUNITY-BASED PREVENTION SERVICES (CBPS) PROGRAM

In conjunction with community-based providers, DHS provides services designed to divert children and families from the formal child welfare system. These services include Out-of-School Time (OST), in-home case management, domestic violence support services, and housing support.

Accomplishments:

During FY18, CBPS created the Prevention Referral Unit to formally review and triage prevention service referrals to ensure timely and accurate service assignment.

Additionally, CBPS focused on increased training for provider partners. Specifically, CBPS partnered with DHS University to launch “Charting the Course for Prevention,” a training program for 300 prevention case managers that focused on family engagement, risk assessment prevention laws, and domestic violence. Finally, during this fiscal year, CBPS launched a new rapid rehousing program to assist parents with reunifying with their children. A total of 15 families were successfully housed and reunified with their children.



Learning through play is always more fun at the DHS OST program.

Plans for Fiscal Years 2020-2024: The Proposed Five Year Plan includes an additional \$1 million annually to support summer jobs for youth in the City, providing meaningful opportunities to serve more Philadelphia youth through WorkReady.

During FY20-24, CBPS will continue to work to further align prevention services to support successful diversion from the formal child welfare and juvenile justice system. This includes monitoring piloted Family Empowerment Centers, which are community-based diversionary hubs that provides time-limited diversionary case management and support, to determine if these Centers can be replicated on a citywide basis. Additionally, CBPS will continue to work with system partners to improve the quality of OST programming, with a focus on literacy. Finally, CBPS will work on realigning DHS’s continuum of programs and support services for system-involved older youth, with a goal of finding permanency and increased independence.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Support rightsizing of the Child Welfare and Juvenile Justice systems by diverting families to voluntary social service programs. • Continue to align prevention services to meet the guidelines under the Family First Prevention Services Act. • Work with the School District of Philadelphia and truancy provider agencies to reduce truancy and prevent entry into the formal child welfare system. • Increase the number of employment opportunities and job readiness skills for older youth. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percentage of Rapid Service Response Initiative (RSRI) referrals that are accepted for service ¹	86.0%	N/A	86.0%	87.0%

¹ This is an annual measure, so FY19 data will be available at year-end. Rapid Service Response Initiative (RSRI) is an in-home support service focused on increasing parents' and caregivers' ability to provide safe and nurturing home environment in order to prevent the need for formal child welfare services. This is a DHS-only referred service for up to 60 days. The RSRI was designed to assist families that have been reported to DHS but are not in immediate need of formal child welfare services.

CHILD WELFARE OPERATIONS PROGRAM



Great staff is what makes a great program. DHS provides technical assistance to all of its OST providers.

DHS operates a child abuse hotline 24 hours per day, 365 days per year to respond to allegations of child abuse or neglect. In addition, social work staff conducts investigations and assesses families to determine their need for services. While the primary focus is to keep children at home with their families, DHS manages the placement of children based on the existence of safety threats in a family. DHS works with six providers called Community Umbrella Agencies (CUAs) to provide ongoing services (in-home and placement) to children and families in 10 geographic regions in the city. In-home safety services are case management social services designed to stabilize a family and eliminate the existence of safety threats. Placement services are out-of-home living environments for children removed from their parents or guardians and include kinship care, non-relative foster care, and congregate care.

Accomplishments: Over the last year, this program created secondary Screen Out Units on the hotline to safely divert families from the formal child welfare system. Child Welfare Operations also saw a decrease in the number of children in placement by over 400 children from December 31, 2017 to December 31, 2018 (from 6,183 to 5,614); saw a continued decrease in the percentage of children placed in congregate care (10.4% as of December 31, 2018, an 8.6 percentage point decrease from 19.0% on December 31, 2013); and worked with providers to certify 500 new foster homes.

Plans for Fiscal Years 2020-2024: During FY20-24, DHS will continue to fully operationalize Improving Outcomes for Children (IOC) and will work towards meeting the following four primary goals of IOC:

- More children and youth maintained in their own homes and communities;
- More children and youth achieving timely reunification and other permanence;
- A reduction in the use of congregate care; and
- Improved children, youth, and family functioning.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Right-size the system by ensuring only families in need of protective services are involved in the formal child welfare system. • Attain timely permanency for children in placement. • Improve family engagement throughout the life of a case. • Continued to decrease the use of congregate care. • Increase recruitment of quality resource parents. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Dependent placement population (as of the last day of the quarter)	5,927	5,614	≤ 5,927	≤ FY19 year-end
Percent of Child Protective Services (CPS) investigations that were determined within 60 days ¹	99.3%	<i>FY19 Q1 only: 99.7%</i>	≥ 98.0%	≥ 98.0%
Percent of General Protective Services (GPS) investigations that were determined within 60 days ²	70.0%	<i>FY19 Q1 only: 75.3%</i>	≥ 75.0%	≥ 75.0%
Percent of children who enter an out-of-home placement from in-home services ^{3,4}	8.3%	5.3%	≤ 9.0%	≤ 9.0%
Percent of children in out-of-home placement who achieved permanency out of all children in placement in a given year ^{3,5}	23.5%	16.2%	28.0%	≥ 28.0%
Percent of dependent placement population in Congregate Care (as of the last day of the quarter) ⁶	11.7%	10.4%	≤ 12.0%	≤ 12.0%
Percent of dependent placement population in Kinship Care (as of the last day of the quarter) ⁷	47.0%	47.3%	48.0%	≥ 48.0%
Percent of dependent placement population in care more than two years (as of the last day of the quarter) ⁸	37.6%	39.1%	≤ 36.0%	≤ 36.0%

¹ Data provided is on a one-quarter lag as DHS needs to account for the 60-day window. CPS investigations are conducted pursuant to state law in order to determine whether abuse or neglect occurred. By law, CPS investigations not determined in 60 days can be unfounded automatically. Increases in the number of staff and consistent use of data to track investigation timeliness helped DHS increase the timeliness rate.

² 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 is in need of child welfare services to prevent abuse or neglect, stabilize family, and safeguard a child's well-being and development. DHS is working on multiple fronts to improve the completion of GPS reports within 60 days. Some of these efforts include adding staff to Intake and Investigations, doing training upgrades, and creating specialty screening units to enable safe diversion of reports to community-based services when there are no safety threats.

³ This is a cumulative measure, meaning that the first quarter percentage appears lower than the ensuing quarters' percentages. It takes into account activity for the entire fiscal year up to the last day of the quarter being reported.

⁴ 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.

⁵ The rate is calculated by dividing the number of children in placement during the year to date who achieved permanency by the total number of children in placement during the year. Children in care for fewer than eight days are excluded. The permanency rate in FY19 Q2 is three percentage points higher than the FY18 Q2 permanency rate.

⁶ Congregate care is a term used to describe highly structured placement settings such as group homes, childcare institutions, and residential treatment facilities collectively.

⁷ Kinship care is a type of foster care in which a child is placed with a relative (kin). DHS has made great progress in increasing the number of children placed with kin when children have to be removed from their homes. Through continued collaborative efforts with the Community Umbrella Agencies, DHS is seeking further improvement.

⁸ DHS has implemented new initiatives to accelerate the pace of permanency for children in care more than two years. For example, the department added new legal staff in FY18 to reduce caseloads and improve the speed of court proceedings. DHS has also implemented Rapid Permanency Reviews to review cases of children in care more than two years and address systemic barriers to permanency. DHS anticipates improved outcomes from these initiatives in one to two years.

JUVENILE JUSTICE SERVICES (JJS) PROGRAM

DHS operates the Philadelphia Juvenile Justice Services Center, the City's secure detention facility for juveniles. JJS supports and funds a full array of diversion programs to prevent youth from entering the juvenile justice system. Additionally, through JJS, the City funds out-of-home placement services for youth who have been adjudicated delinquent.

Accomplishments: Over the last year, JJS saw a continued reduction in the number of youth in placement with increased focus on diversionary programs and alternatives to placement. JJS also saw continued

success and increased national attention regarding JJS’s partnership with the Police Department, intensive prevention program providers, the School District of Philadelphia, and the District Attorney’s Office regarding the School Police Diversion Program, through which qualifying students are not arrested, but rather diverted to prevention services to meet their underlying needs.

Plans for Fiscal Years 2020-2024: During FY20-24, the Juvenile Justice Division will continue to work with the Philadelphia Family Court and Juvenile Probation to build a continuum of services designed to support children and families in their own communities, while always working to ensure community safety. The Proposed Five Year Plan includes \$3.4 million over the life of the Plan to support a mix of targeted juvenile justice reforms that will provide alternatives to detention and prevent re-entry. These funds will be matched by federal and state dollars. Taken together, these initiatives will reduce the number of DHS youth in institutional placement settings while reducing re-entry into the system. The Division will also support the Administration in implementing Mayor Kenney's Roadmap to Safer Communities aimed at reducing gun violence in Philadelphia.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Continue to decrease the census at the Philadelphia Juvenile Justice Services Center. • Continue the expansion of alternatives to placement including Evening Reporting Centers and increased use of GPS monitors. • Support the Office of Criminal Justice with the Juvenile Justice Hub. • Reduce the number of youth in juvenile justice placement through the use of enhanced graduated response programs and opportunities. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Average daily number of youth in detention at the Philadelphia Juvenile Justice Services Center (PJJSC) ¹	147.1	116.4	≤ 136.0	≤ 136.0

¹ DHS is responsible for running this secure detention facility and maintaining state-mandated staffing levels.

INNOVATION AND TECHNOLOGY

MISSION

The Office of Innovation and Technology (OIT) provides technology to help City of Philadelphia employees do their work better and more effectively and efficiently, as well as to enable the various City agencies to better serve the public. OIT also oversees most major technology projects for the City. The Office provides information technology (IT) services to City employees so they can communicate with each other and with the public; manages the bulk of the City’s technology assets, including computers, printers, scanners, and more; delivers services which automate and simplify business processes and workflow, and provide easy-to-use business intelligence tools; monitors and updates security to keep information safe; finds new ways to use technology to modernize how City government operates; and offers digital design guidance and technical support for the City’s website.

911 ADMINISTRATION PROGRAM

This program administers the City’s 911 technology and its peripheral equipment, which enable the Police and Fire Departments to receive and prioritize emergency requests from the City of Philadelphia’s neighborhoods and communities.

Accomplishments: OIT collaborated with the Southeastern Pennsylvania Transportation Authority (SEPTA) on an interoperable radio system integration to ensure that City public safety teams and SEPTA can effectively communicate with one another while in the underground SEPTA rail system and back to above ground response units. OIT also completed a multi-year, 2.5-million-dollar replacement of a critical law enforcement message switch to support secure data transmissions by the City and public safety partners, such as the Philadelphia Housing Authority, SEPTA, and Drexel University, to and from state, federal and international criminal justice databases. In addition, OIT fully automated the paper process for accident report filing by the Police Department to the Commonwealth of Pennsylvania and First Judicial Court of Pennsylvania, thereby streamlining workflow and reducing data errors and redundancy of data entry.

Plans for Fiscal Years 2020-2024: OIT will continue its progress on implementing a new Computer-Aided Dispatch (CAD) system for the Philadelphia Police Department and Philadelphia Fire Department in 2020, using 911 funds. The new CAD system will help to enable additional “Next Generation 911” features, such as the use of GIS-based, high positional accuracy, address and street network data for routing of emergency response vehicles.

In 2018, OIT was awarded the Amazon Web Services We Power Tech award for the Philly’s Global Voices project. The award’s in-kind technical services will be used in 2019 to pilot a voice-powered platform that will enable two-way multi-lingual translation in real time for E911 services. The goal is for the City to better serve and understand its residents by enhancing the experience between government employees and the communities that the City serves.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Ensure the sustainability of emergency services systems. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Computer-Aided Dispatch (CAD) uptime availability ¹	99.999%	99.999%	99.999%	99.999%
Percentage of time radio system is not busy, thus preventing calls from going through to the dispatch center (aka "system busies") ²	0.001%	0.001%	0.001%	0.001%

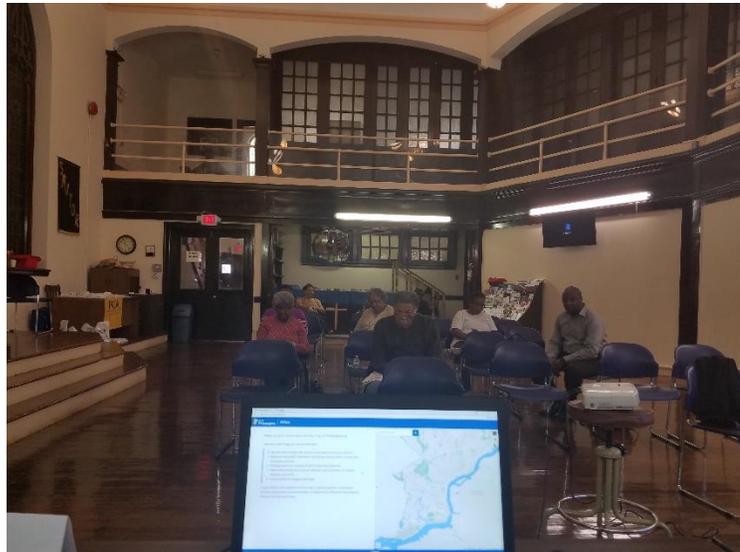
¹ Availability numbers are excluded when there is scheduled maintenance and downtime. Every CAD vendor requires CAD to be available 99.95% of the time. There are no real Association of Public Safety Communications Officials or 911 standards; however, every CAD vendor installs systems that will have a reliability factor of 99.95%.

² Availability numbers are excluded when there is scheduled maintenance and downtime. The National Emergency Number Association (NENA), a national association that focuses solely on 911 policy, technology, operations, and education issues, requires radio availability for transmitting to not have more than 1% of the transmissions unable to get through. OIT currently exceeds this number every year due to the robust redundancy and number of channels it has.

DEPARTMENTAL SERVICES PROGRAM

This program oversees a portfolio of over 200 applications, including email and desktop office suites, that automate and simplify business processes and workflows. Staff also provides City departments and offices with easy-to-use business intelligence tools.

Accomplishments: The Real Estate Tax Balance application is the most visited Phila.gov web page accounting for 15-20% of all public web traffic. In collaboration with the Department of Revenue, OIT released an updated version of the application in the fall of 2018. The new site leverages the extensive custom framework built by OIT for Atlas.Phila.gov, which is a public website that provides current and historic information by property address including permits, zoning, deed records, aerial images, maps and more.



CityGeo presented on Atlas.Phila.gov in spring 2018.

In addition, OpenMaps.Phila.gov was fully launched in 2018 to replace numerous individual mapping sites on Phila.gov with a single tool for visualizing much of the City's open data catalog.

OIT installed a solution supporting the City's rotational tow management for accidents and disabled vehicles by Philadelphia Police. The new system operates at no cost to the City and supports efficient and automated dispatch of tow companies. The rotational towing service provides citizens with a single point of contact, has reduced response times from 30 to 20 minutes (with additional reductions anticipated), sets a clear fee structure, and expands payment options.

In cooperation with the Office of Fleet Management and the Streets Department, OIT also stood up the City's first automated vehicle location program. Streets vehicles are now equipped with sensors to note location and vehicle functions, such as if a snow plow blade is in operation. The program will eventually allow for public views of real-time activity of street plowing and refuse collection.



2018 Cohort of City staff at an Innovation Academy working session.

The past calendar year (2018) was one of significant public engagement by OIT. The OIT CityGeo team conducted 28 separate workshops and presentations, reaching nearly 900 attendees from community development corporations (CDCs); civic organizations; civic technology meetups; and City departments, such as the Department of Planning and Development's Citizens Planning Institute, the Office of Community Engagement, and the Mayor's Office of Community Empowerment and Opportunity, hosting classes or events for the public. OIT's Innovation Management Team instructed the sixth cohort of the Innovation Academy, a cross-departmental training program in collaboration

with Jefferson University that trains municipal employees in the principles of innovation. Academy graduates contribute to the growing network of innovation professionals in City government and continue their participation after the Academy by serving on the Innovation Fund Working Group and supporting

OIT’s Innovation Consulting program. As of December 2018, the City expanded the organizational reach of OIT’s Innovation Consulting program by delivering 71 workshops, 20 of which involved non-government entities, to 37 clients on challenges ranging from improving internal communication to process improvement to long-term strategic planning.

In addition, OIT convened an external working group of local tech leaders to provide guidance on how OIT can adopt agile project management techniques for large scale, legacy IT system replacements. Agile project management is an iterative approach to complex IT projects that takes an incremental approach to procurement and implementation and involves a high degree of interaction and collaboration with the customer of the IT solution. The advisory group met twice in the fall of 2018, and plans to convene regularly in 2019.



CityGeo presented on the City’s custom basemap and open data.

Plans for Fiscal Years 2020-2024: During the remainder of FY19, OIT will continue to support the Department of Licenses and Inspections in launching the remaining phases of the eCLIPSE project, enabling online permitting, plan review, and code enforcement services. OIT will also initiate a replacement of the City’s current financial legacy systems with best-of-breed financial systems, which will allow for improved and more nimble finance and contract-related business processes. Before the end of calendar year 2019, OIT will also go live with two solutions for the Streets Department: a Code Violation

Notification (CVN) system for the Streets Walkways Education and Enforcement Program (SWEEP) program, which will replace existing mobile devices used by SWEEP and Right of Way officers in the field, and ePlans for developer plan review, which will replace the manual plan review process and provide streamlined tracking and accountability, both funded through capital dollars.

In April 2019, the Department of Revenue will receive proposals for a new Integrated Tax System to handle nearly \$5 billion in payments each year. The new system, which is expected to take three to five years to implement, will dramatically increase efficiency and functionality, as well as offer an improved experience for taxpayers. In addition, the Office of the Director of Finance and the Office of the Chief Administrative Officer will jointly lead the second part of the City’s Enterprise Resource Platform modernization effort. The scope includes replacing the City’s financial and procurement systems in a phased approach. Planning will begin at the end of FY19.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Modernize key services and business applications to better enable departments to improve service delivery. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percentage of all application-related tickets/issues resolved within SLA	75.1%	80.3%	75.0%	75.0%

ENTERPRISE SUPPORT SERVICES PROGRAM

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.

Accomplishments: In FY17, as part of Comcast’s franchise renewal, the City signed a multi-year agreement with Comcast for an Institutional Network. This agreement, which covers the City of Philadelphia, has resulted in significant upgrades in speed and capacity to over 225 City facilities and reduced the City’s overall network costs. As of December 2018, implementation of the network is nearly completed, with 98% of scheduled facility Comcast upgrades complete.

OIT installed an automated license management inventory tool which will help to ensure compliance with all major license agreements and reduce licensing costs by reporting on the status of active and inactive licenses for programs used across City government.

Finally, OIT offered full-time employment to two candidates from the City as Model Employer program. These candidates completed their training successfully, and attained full-time, permanent employment.

Plans for Fiscal Years 2020-2024: OIT will fully implement a capital-funded Network Access Control solution in 2019. This will enable OIT to tighten IT security as the City’s network is expanded to include public Wi-Fi at the Health Centers, the Courts, and other public areas in City facilities. Additionally, OIT will prepare and implement a cyber security training program for City employees and conduct workshops to promote security awareness.

OIT will also continue to cultivate a diverse and talented workforce and to improve IT governance throughout the City. Governance will include improved inventory and upgrades to servers and virtual machines; expanded systems monitoring; integration of active directory with the new OnePhilly human resources module to improve speed of on- and off-boarding city staff; and updating enterprise IT controls and policies on the City’s intranet.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Streamline technology and improve the City’s security posture to provide high quality IT infrastructure. Cultivate a diverse and talented workforce. Elevate IT governance throughout the City. Improve customer service and satisfaction. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Network availability percentage	99.98%	99.97%	99.98%	99.98%
Percent of tickets resolved within SLA terms	76.5%	80.1%	76.0%	76.0%

UNIFIED COMMUNICATIONS PROGRAM

This program manages and maintains the City’s communications services, which include telephone, voicemail, mobile devices, videography, video surveillance, audio, cable and television connectivity services and equipment citywide.

Accomplishments: In calendar year 2018, OIT installed an additional 89 video surveillance cameras for the Philadelphia Police Department, bringing the total number of cameras to the milestone target of 500 in December 2018. OIT also partnered with the Streets Department to install wireless surveillance cameras at five locations around the city that have experienced chronic short dumping.

In addition, Unified Communications relocated its warehouse to 6750 Lindbergh Boulevard and was able to reduce its inventory footprint in an effort to operate more efficiently.

Plans for Fiscal Years 2020-2024: In the next two years, OIT will complete the process of outfitting the City with enhanced telephone services. These enhancements will include caller identification, follow-me call forwarding (where multiple numbers are routed to a single phone or answering service), and the ability to send a fax from a computer. OIT will also complete the City’s capital-funded migration to a voice over

IP (VOIP)-enabled telephone system by 2021, focusing on locations outside center city. The estimated cost for this project is \$8.5 million.

OIT will continue to install an additional 100 video surveillance cameras to expand the City’s video surveillance coverage and improve public safety, particularly along commercial corridors. During the remainder of calendar year 2019, OIT will begin an assessment of the 250 legacy cameras and begin scheduling their replacement in coordination with Police.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Provide more agile telephone services, improving abilities for City staff to communicate via mobile solutions. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Uptime for video camera (VSS) coverage/network ¹	87%	94%	95%	95%
VoIP enabled uptime -- initially focus on the five (5) major Center City buildings ^{1,2}	99.8%	95%	100%	100%
Time to resolve telecom incident tickets/issues within SLA	89.1%	91.0%	85.0%	85.0%

¹ Availability numbers are excluded when there is scheduled maintenance and downtime

² During the first half of FY19, there were four Network outages, impacting the rate. OIT continues to migrate users to the citywide VOIP telephone system including the Caller ID feature which is a cloud solution. These systems and services are new, include software reliant components and experience an occasional outage as we continue to migrate. The goal once the City is fully migrated to VOIP is to strive for 100% services availability through network services and vendor backhaul support.

INSPECTOR GENERAL

MISSION

The Office of the Inspector General's (OIG) goal is to keep City government free from all forms of misconduct. The Office conducts both criminal and administrative investigations of all departments, agencies, commissions, and boards under the Mayor's jurisdiction, as well as individuals or companies that do business with the City or receive City funding. The OIG has the power to: issue subpoenas; examine all City documents, contracts, and monetary expenditures made from the City treasury; and demand testimony from City employees. The Office works with federal, state, and local law enforcement when reviewing issues related to criminal activity and serious cases of fraud and corruption. OIG work also relies on the support of fellow Philadelphians who report allegations of wrongdoing in City government.

ACCOMPLISHMENTS

The OIG continued to conduct criminal and administrative investigations in FY19. The office's ongoing investigative initiatives include working with the Board of Pensions on the long-standing Pension Disqualification Program, which removes criminals from the City's pension rolls; targeted enforcement of City-funded non-profit organizations; and City contract oversight.

In the first half of FY19, the OIG's administrative investigations resulted in 14 instances of employment discipline, including termination and suspension of proven wrongdoers in various City departments. On the criminal side, the OIG worked in partnership with federal and state law enforcement to achieve two convictions and five sentencing events.

As part of the OIG's focus on non-profits, a federal jury convicted a non-profit operator on all counts of conspiracy, fraud, and theft from a non-profit clinic that provided mental health services to persons eligible under Medicaid. The operator defrauded the clinic in question by misappropriating clinic funds. This case, investigated in concert with the FBI and IRS, resulted in a restitution order of more than \$2 million.

Internally, the OIG procured and installed a new case management system, allowing for enhanced tracking of investigative activity and long-term trend analysis. The new system, installed in July 2018, has enhanced searching capability and allows for more efficient supervisory review, and the OIG anticipates a significant impact on the quality and efficiency of the OIG's work.

FY19 has also seen a continued emphasis on partnerships in furtherance of the OIG's overall mission. In addition to the OIG's long-standing relationships with law enforcement, the OIG's work with the School District of Philadelphia was key in ensuring a smooth transition to the new governance at the District. Now, the District's internal Office of Inspector General is approaching full strength, with a new leader building upon the foundation that the OIG's partnership began. Lastly, the OIG recently released the first-ever joint report with the City Controller, recommending enforcement action for a firm that subverted the City's commitment to anti-discrimination.

PLANS FOR FISCAL YEARS 2020-2024

Over the next five years, the OIG plans to continue to investigate allegations of fraud, corruption, and wrongdoing in City government. The OIG will also continue to focus on pension disqualifications, non-profit enforcement, contract oversight, training, and its external partnerships. Significant attention and resources will be devoted to the following long-term projects:

Non-profit enforcement: Given the Administration's focus on neighborhood development and underserved communities, it is especially important to ensure that when City funds are used to provide services to Philadelphia's most vulnerable citizens, the money is really reaching those in need, and the services are being provided. Therefore, the need for strong oversight of non-profit entities is especially important.

Because the impact of fraud is real and direct, the OIG’s collaborations with other offices on local, state, and federal levels have led to criminal convictions, financial restitution, and meaningful policy change. This continues to be a major focus of the Office.

Partnerships: The OIG’s partnership with law enforcement, particularly on the federal side, has been one of the most productive assets in the fight against corruption in City government. The OIG is continuing to foster productive relationships with the District Attorney’s Office and Controller’s Office.

Anti-fraud education and complaint activity: The OIG has always believed that prevention begins with education. As City employees and citizens learn more about the costs of fraud, the OIG becomes more equipped and motivated to fight against it. Educational programs like the OIG’s “Bids Gone Bad” were proven to drive awareness and increase complaint activity. In coming years, the OIG will work with each City department on an individual basis to craft educational programs that are specifically targeted for the unique challenges of that agency/department.

Investigative efficiency: The new case management system provides the OIG with an opportunity to move cases along more efficiently, which will be a central focus in coming years. The OIG is also now in a better position to take advantage of historical information, with enhanced search functionality and long-term trend analysis that may fuel broader reviews.

Joan Markman Award for Integrity: At times, there are individuals outside the OIG who provide meaningful assistance in a significant OIG investigation. The OIG strives to recognize those individuals who go above and beyond the call of duty. Ralph DiPietro, Deputy Commissioner of the Department of Licenses + Inspections, was the recipient of the Inspector General’s 2018 Joan Markman Award for Integrity.



Ralph DiPietro receives the Joan Markman Award for Integrity in 2018.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Expand anti-fraud training and education to increase complaint activity. Build relationships with external partners in furtherance of integrity in City government. Increase investigative efficiency and output via newly implemented case management system. Train and certify all staff in the best practices of the National Association of Inspectors General. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Administrative Actions (number of cases) ¹	27	14	30 to 50	30 to 50
Criminal Actions (number of cases) ²	5	7	10 to 20	10 to 20
Pension disqualification (number of cases) ³	2	1	N/A	

¹ 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.

² 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.

³OIG does not project targets for this measure. Case intake is dependent on factors outside of the OIG’s control, including the existence of wrongdoing in the first place. These are cases that are submitted to the Law Department for pension disqualification review.

LABOR

MISSION

The Mayor's Office of Labor (MOL) builds partnerships between management and the labor organizations representing City employees and non-City employees. As the City's main point-of-contact for the labor community, the Office: handles negotiations between City unions and City management; responds to unfair labor practice charges filed against the City; represents the City in union disputes; manages the City's Employee Relations and Equal Employment Opportunity (EEO) functions; makes sure that employers with City contracts pay prevailing wages; resolves minimum-wage waiver requests; administers and enforces the City's wage theft and sick leave laws.

LABOR RELATIONS PROGRAM

This program contains two units: Labor Relations and Employee Relations. The program coordinates between City management and the labor organizations representing City employees, facilitating contract negotiations and dispute resolution related to collective bargaining, as well as Employee Relation matters.

Accomplishments: *Labor Relations Unit:* In FY19, this unit concluded negotiations with all major municipal union groups. This program also worked with the Police Department, the Office of the Director of Finance, and the Office of Human Resources to implement the terms of the new Act 111 award between the City and the Fraternal Order of Police that was issued in FY18. The City completed Act 111 Interest Arbitration hearings between the City and the International Association of Firefighters (IAFF) in May 2018.

The City also completed Act 195 Interest Arbitration hearings with both District Council 33, Local 159 and the FOP – Deputy Sheriffs. Negotiations between the City and District Council 47 concluded in June 2018 and District Council 47, Local 810 – Courts concluded in July 2018. The DC 33 Healthcare Reopener was resolved in November 2018.

All Union contracts/awards include increased pension contributions that will provide additional resources to improve the long-term health of the Pension Fund. Additionally, all new non-uniformed employees will go into Plan 16, which is a stacked hybrid plan that includes a traditional defined benefit portion and defined contribution portion that functions like a 401 (k). The increased contributions and Plan 16 will also be applied to all nonunion employees. The combination of the increased contributions and the shift to a hybrid benefits structure will increase the pension fund's assets and reduce the growth of its liabilities, which will significantly improve the fund's long-term health.

Labor Relations also created a training program to be implemented in FY19 and FY20. This training will be geared towards Human Resource (HR) Managers and Professionals and will aim to better prepare HR managers for the grievance and arbitration process.

Employee Relations Unit (ERU): In calendar year 2018, the program received and processed 70 Equal Employment Opportunity (EEO) claims; engaged in the interactive process for 40 Americans with Disabilities Act (ADA) accommodations requests; and conducted 140 training sessions, which training 3,287 employees across the City.

The ERU led a City-wide initiative to research, develop, and implement the City's revised Sexual Harassment Prevention Policy and Executive Order #2-18: Sexual Harassment Prevention in City Government. The ERU also completed the successful go-live implementation of a new case management system, which will be rolled out citywide in the second half of FY19 and will provide employees an accessible portal through which to file EEO and sexual harassment complaints. The case management system also includes a central repository for all EEO and sexual harassment complaints that are filed throughout the City.

The ERU was instrumental in the successful completion of the EEOP Report, which is required by the Department of Justice as part of the receipt of federal funding and is a comprehensive document that analyzes the City’s relevant labor market data, as well as the City’s employment practices, to identify possible barriers to the participation of women and minorities in all levels of a City’s workforce.

Lastly, in collaboration with the Office of the Chief Administrative Officer and external vendors, the ERU was responsible for developing curriculums and conducting Sexual Harassment Prevention Training for the executive team, human resource managers, managers and supervisors, and new employees, and is working with several departments on more specialized trainings.

Plans for Fiscal Years 2020-2024: Labor Relations Unit: Labor Relations will continue to work with City departments on the implementation of and training on the City’s newly adopted collective bargaining agreements, and will begin to prepare for the next round of negotiations for all unions in 2020.

Employee Relations Unit (ERU): In FY19, the Mayor’s Office of Labor received a case management system for both the Labor Relations unit and the Employee Relations unit. This system will be used citywide by departmental human resources staff to input and track labor and employee relations matters throughout the process. This system will also be geared to track any cases of sexual harassment, and the process will be overseen by the ERU in accordance with the Mayor’s Executive Order and the City’s Sexual Harassment Prevention Policy.

With the expanded role of the ERU in overseeing the City-wide EEO complaint process, the ERU is committed to meeting the anticipated increase by providing oversight, advice, and support to departments, managers and employees, and to work with departments in identifying emerging needs. As a result of legislation requiring Sexual Harassment Prevention training for all employees, the ERU will realize an increase in the number of employees to be trained and the number of training sessions required to train those employees. The ERU will continue to work with internal stakeholders in conducting Train-the Trainer sessions, developing custom curriculums, and conducting Sexual Harassment Prevention training to ensure that every City employee receives the appropriate level of training on the Sexual Harassment Prevention Policy on a routine basis every three years.

Lastly, the ERU will continue to provide ADA training for managers and supervisors of the Streets Department, and, starting in 2019, provide the same training to the Water Department and the Department of Prisons.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Develop and implement a City-wide “business partner” model where every department would have a dedicated staff person to be a point-of-contact and assist with labor/employee-related questions or issues. • Work with the Office of Innovation and Technology’s Innovation Management unit to conduct labor management meetings with District Council 47 and several City departments on managing exempt employees and grant-funded projects. • Develop and implement a City-wide review process with all departments to ensure timely and accurate compliance with the legislative requirement that all employees must attend Sexual Harassment Prevention training. • Work with departments to implement the database establishing a City-wide centralized case management system. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of employees trained by Office of Labor Relations and the Employee Relations Unit ¹	2,594	N/A	OLR will do outreach to departments to target managers and supervisors to be trained in FY19	Increase from FY18 year-end

¹ This is an annual measure, and FY19 data will be available at year-end. The target is to meet or exceed the number of employees trained in FY18 by Office of Labor Relations and the Employee Relations Unit.

LABOR POLICY AND COMPLIANCE PROGRAM

This program contains two units, which assist the Administration in developing and implementing workforce strategy and manage relations with the labor community as a whole.: The Office of Labor Standards (OLS), and The Paid Sick Leave and Wage Theft Unit. 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 Paid Sick Leave and Wage Theft Unit administers the City's Paid Sick Leave and Wage Theft Prevention Ordinances, ensuring that all employees receive their earned wages and are allowed to use sick time without retaliation. Starting in FY20, The Paid Sick Leave and Wage Theft Unit will also administer the City's Fair Workweek Ordinance.

Accomplishments: In FY19 the Mayor's Office of Labor managed negotiations on behalf of the Administration with City Council, organized labor, and the advocacy community around amendments to the City's 21st Century Minimum Wage and Benefits Standard. The amended legislation will increase the Minimum Wage Standard for employees who work on city contracts, leases, concessions, or franchises to \$15 an hour by July 1, 2022. The ordinance was signed by the Mayor on December 20, 2018. The Office also supported the Administration on passing the Fair Workweek ordinance. The Fair Workweek Ordinance establishes minimum scheduling and notice requirements for private sector employees who work for large chain retail, hospitality, or food service companies within Philadelphia. It includes provisions for predictability pay to employees whose schedules are arbitrarily changed at the last minute. It is expected to provide workplace protections and improved stability in scheduling and hours to up to 130,000 hard-working Philadelphians. The Ordinance was signed by the Mayor on December 20, 2018. The ordinance will take effect on January 1, 2020.

In its work with external partners, the Office also supported the Administration's workforce goals by launching a new training facility for employees at the Port of Philadelphia. The groundbreaking ceremony was in December 2018 and the first cohort of trainees will start in the second half of FY19.

The Office of Labor Standards (OLS): In FY19, OLS has continued to meet its internal goal of 95% of all new prevailing wage projects utilizing electronic submission methods to turn in certified payrolls. This has led to a reduction in the number of contracts with major compliance issues. OLS expects to end FY19 with the rate of major compliance issues at less than 5%, which is a decrease from the 8.8% recorded in FY18.

Paid Sick Leave and Wage Theft: In FY19, this unit built on its gains from the prior year: complaint investigations are up 30% above FY18 levels (up to 13 in during the first half of FY19), and are on-track to exceed 15, which is the unit's FY19 target; and informational inquiries are up 24% above FY18 levels (up to 119 during the first half of FY19).

Plans for Fiscal Years 2020-2024: This Program will continue support the Administration's workforce development goals. In FY20, the Labor Policy and Compliance Program will convene a working group of stakeholders to propose guidance around the City's new Fair Workweek ordinance.

The Office of Labor Standards: This unit will implement a compliance protocol to further ensure compliance on workforce diversity requirements for City contracts. The unit is working with its partners in the Law Department to develop the language and escalation steps for enforcement.

Paid Sick Leave and Wage Theft: This unit will administer the City's new Fair Workweek ordinance, which goes into effect on January 1, 2020.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Develop and implement compliance protocol that provides for escalating enforcement of Workforce Diversity on City prevailing wage contracts. • Convene a working group of internal and external stakeholders to propose guidance for the City’s new Fair Workweek ordinance. • Begin enforcement of the City’s Fair Workweek ordinance in FY20 Q3. • Engage in outreach prior to the effective date of the Fair Workweek Ordinance to educate the business community on compliance requirements. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percent of prevailing wage projects with compliance issues	8.8%	3.2%	< 10.0%	< 6.0%
Number of paid sick leave and wage theft complaints submitted and investigated ¹	19	13	15	20
Number of paid sick leave and wage theft inquiries received and responded to ²	248	119	225	225

¹ The number of complaints varies from quarter-to-quarter. The target for this measure is a projected number of complaints.

² Inquiries include members of the public reaching out regarding the appropriate interpretation of applicable law. The target for this measure is a projected number of inquiries.

LAW

MISSION

The Law Department provides legal counsel and representation to the City of Philadelphia and all of its employees, departments, agencies, boards, and commissions. Among other responsibilities, the Law Department: represents the City and its employees in all litigation matters; negotiates, drafts, and approves City contracts; collects unpaid taxes, fines, and other debts; provides counsel to the City on a wide range



City of Philadelphia Law Department, 2018.

of regulatory 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.

EXECUTIVE AND ADMINISTRATIVE RESOURCES PROGRAM

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 Office and to City Council. This program also includes the Administrative Services Unit and includes staff persons who provide legal support for the Water Department and the Division of Aviation.

Accomplishments: One of Law's top priorities is hiring, developing, and retaining a diverse, qualified workforce. In FY18, Law hired its first-ever Director of Professional Development/Diversity & Inclusion to oversee continued efforts to build a diverse, qualified workforce, focusing on outreach efforts with law schools and minority-based affinity groups to fill vacant positions and continuing to provide managerial and developmental training opportunities to its existing staff. The 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 and enhancement of litigation and transactional skills.

New hires over the past year have increased the diversity of the department, with the number of staff persons who identify as African-American, Latinx, Asian, and Other increasing from 42% in September 2017 to 44% in September 2018. The Department's emphasis on diversity extends beyond its staff to contracting opportunities as well. In FY18, Law exceeded its FY18 goal of achieving a 37% participation rate for M/W/DSBE firms on contracts, reaching a participation rate of 42% (an increase from 37% in FY17).

Plans for Fiscal Years 2020-2024: Law will remain committed to hiring, developing and retaining a diverse, qualified workforce. The Director of Professional Development/Diversity & Inclusion will recommend and assist in implementing coordinated training programs for each of Law's Programs and department-wide training on diversity and inclusion topics.

Law will also continue to work to increase contracting with M/W/DSBE firms and will continue its practice of encouraging firms who do not qualify as M/W/DSBE to assign minority partners and associates to City contracts through its outside counsel policy. Under this policy, the work of these minority partners and associates will continue to count similarly to work performed by an M/W/DSBE firm as long as the attorneys are an origination partner, billing partner, lead counsel, managing partner, or relationship partner. Also under this policy, these firms will be asked to provide the percentage of work that is subcontracted to MBEs and WBEs, the firm’s annual spend with MBEs and WBEs and the name of the minority or female partner and role associated with the Law Department contract.

Law will continue pursuing its initiative to raise the Law Department’s professional profile in the City and legal community, through: increased membership and participation in local bar and affinity organizations; improving the Law Department’s internet presence; and generating informative materials that can be used for recruiting new lawyers and staff, informing the public about Law Department projects, and providing updates to City clients.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Continue hiring practices to achieve a diverse, qualified workforce. • Continue management training programming. • Maintain minority participation on Law contracts at 37%. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
M/W/DSBE participation in law contracts ¹	42%	N/A	37%	37%

¹ This is an annual measure, and FY19 data will be available 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.

CORPORATE AND TAX PROGRAM

This program includes the following units: Commercial Law, Real Estate & Economic 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; and representation in matters relating to highway, rail, and mass transportation. 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.

Accomplishments: Commercial Law attorneys prepared comments to a proposed FCC Order on Small Cells that has had a national impact. The proposed FCC rule would drastically impact local regulation of the permit process for small cell antenna on rights of way and public property, including the ability to recover incurred costs. The City’s comments (which were referenced in a New York Times article) were specifically cited in the ruling as having influenced and moderated the proposed rules, which were issued as a final order on September 28, 2018. The City is taking a leading position, among other municipal entities, in the appeal of this ruling.

Regulatory Law attorneys supported the possession through eminent domain of the large Henderson properties adjoining the Philadelphia Airport for cargo expansion and related development. Enhanced cargo operations capabilities to be developed over the next five years will 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. Further, 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 as a whole.

Law has supported City departments and offices in several successful utility initiatives. Law provided guidance to the Water and Procurement Departments through all phases of a major initiative to replace and upgrade the City’s water meter reading system. Law also worked closely with the Water Department prior

to, during and after the 2018 Water, Sewer and Storm Water Rate Case. In addition, Law supported major changes to the Water Department customer service regulations. Lastly, Law assisted the Office of Sustainability’s Energy Office with the largest-ever solar power purchase agreement in Pennsylvania.

The Property Assessment Unit has achieved outstanding results throughout the past year in the litigation of property assessment appeals before the Board of Revision of Taxes (BRT). For tax year 2018, appeals were filed for 6,770 properties with a total assessed value of \$22.7 billion. With all appeals not subject to litigation having been resolved, the reduction of assessment has averaged less than 10%.

The Real Estate & Economic Development Unit, along with outside counsel, advised and counseled the administration through the negotiation of a lease, and other documents, for the improvement, operation and maintenance of property (400 N. Broad Street) to serve as a new Public Safety Headquarters for the City.

Since 2013 and in partnership with the Department of Revenue, the Tax & Revenue Unit has decreased the active principal of delinquent Real Estate Tax by 37% and through the Commercial Activity License revocation program has collected over \$100 million in delinquent School and City business taxes. At the same time that the total amount of delinquent Real Estate Tax owed has been reduced as a result of improved collections strategies, Tax & Revenue attorneys have worked with Revenue and outside counsel to place hundreds of Philadelphia homeowners in Owner Occupied Payment Agreements, allowing them to avoid foreclosure and other enforcement with income-based affordable payments (some as low as zero dollars a month) on their Real Estate Tax liabilities.

Also in partnership with Revenue, the Tax & Revenue Unit in FY18 collected \$61.3 million in delinquent Real Estate Tax, \$24.6 million in other delinquent taxes, and \$9 million in delinquent water debt.

Plans for Fiscal Years 2020-2024: 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. Attorneys in the Group will work closely with City and PAID officials in implementing a contracting process that meets the requirements of the authorizing ordinance, the mandates and restrictions of the Economic Development Financing Law, and state and federal restrictions on the use of tax-exempt bond proceeds.

Attorneys in the Commercial Law Unit will work closely with the City Commissioners, the Procurement Department and the Office of Innovation and Technology in procuring new voting machines that the Commonwealth is mandating that all local government units use by the 2020 election.

The Commercial Law Unit will work with the Office of the Chief Administrative Officer (CAO) on the implementation of various changes to the City’s contracting process. The City is seeking to make the contracting process more efficient, by exploring possible regulatory and legislative changes that will help clarify and streamline the contracting process.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Decrease median time for contracts (Law Draft) approve as to form by one day. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Median time for contracts (Law Draft) approve as to form ¹	7	N/A	7	6

¹ This is an annual measure, so FY19 data will be available at year-end. “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.

LEGISLATION PROGRAM

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.

Accomplishments: Working closely with outside counsel, Law successfully defended the Philadelphia Beverage Tax (PBT). The PBT was enacted to fund free, quality pre-Kindergarten (pre-K) education for children; expand community schools in high-needs neighborhoods; and launch Rebuild, a capital improvement program for the City’s parks, recreation centers, and libraries. As a result of Law’s efforts, the City prevailed in the Pennsylvania Supreme Court, which affirmed the lower court’s rulings and upheld the authority of City Council to enact the tax. This victory was the result of years of drafting and redrafting ordinances, legislative strategizing, opinion writing, briefing, arguing and litigating.

After the Commonwealth Court invalidated the City’s “Windows and Doors Ordinance” in December 2016, the Pennsylvania Supreme Court reversed in September 2018 and held that the City’s anti-blight purposes amply justified the Ordinance’s requirement that certain vacant buildings must install and maintain real glass and real doors on all openings, rather than using boards and cement. As a result of the successful defense of this ordinance, the Department of Licenses and Inspections intends to enforce this ordinance vigorously as part of its neighborhood preservation efforts.

Law, working closely with the Mayor’s Office and City Council, was instrumental in preparing for the dissolution of the School Reform Commission, transfer of governance, reconstitution of Board of Education, and amendment of the School District Charter.

Law worked extensively with City Council in developing several anti-poverty initiatives. These efforts resulted in the passage of the following ordinances: fair workweek; living wage (City contractors); just cause evictions; and affordable housing incentives.

Plans for Fiscal Years 2020-2024: 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). In addition, work with the CAO to finalize rules and process steps for online posting of City-wide payment data.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Provide an initial response to 95% of requests that require processing under the Pennsylvania Right-to-Know (RTK) Law within five business days of receipt of the request. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percent of PA Right-to-Know (RTK) Requests requiring processing for which initial response is provided within 5 business days of receipt of request	99%	99%	95%	95%

LITIGATION PROGRAM

This program defends the City, its departments, 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.

Accomplishments: Over the course of FY18, Law generated \$3.5 million in revenue from affirmative and general litigation.

In June 2018, the City defeated a preliminary injunction motion brought by Catholic Social Services (CSS), one of the Department of Human Services’ foster care contract providers, which sought to require the City to continue contracting with CSS despite its unwillingness to comply with the City’s contract provisions prohibiting discrimination against same-sex couples. The City has contested CSS’ appeal of the court’s decision to the U.S. Court of Appeals for the Third Circuit, and successfully has opposed multiple stay requests pending appeal, including one to the U.S. Supreme Court.

In 2017, the City filed suit to prohibit the Attorney General of the United States from imposing new and unprecedented immigration-related conditions on the federal Edward Byrne Memorial Justice Assistance Grant (“Byrne JAG”), which the City relies on to fund critical criminal justice programming and initiatives. After extensive litigation, the Courts found in favor of the City and prohibited DOJ from withholding the City’s Byrne JAG 2017 award.

Law continues to litigate the City’s public policy lawsuit against Wells Fargo & Co. and Wells Fargo Bank for violating the Fair Housing Act by engaging in racially discriminatory mortgage-lending practices against African-American and Latinx residents of Philadelphia. In an attempt to resolve the matter, the City and Wells Fargo have agreed to mediation in early 2019.

In January 2018, the City filed a lawsuit against several manufacturers of prescription opioids for causing and fueling the opioid epidemic through decades of deceptive marketing that convinced doctors and medical professionals that opioids were safe and effective for long-term daily treatment of chronic pain, and that risks for addiction after long-term use were minimal. The City’s lawsuit sought to, among other things, end the ongoing deceptive marketing practices and recover money from the manufacturers to pay for the treatment of city residents suffering from opioid addiction, injuries to the City, and other consequences of the defendants’ unlawful conduct. This lawsuit is in the early stages of litigation.

Attorneys in the Labor & Employment Unit led a task force created to address deficiencies in the way the City collects, processes and resolves complaints of sexual harassment. The task force consisted of management representatives from the Mayor’s Office of Labor, the Office of Human Resources, the CAO and other human resources professionals who met frequently to quickly assess the issues, roll out new complaint forms and an online medium for filing complaints, as well as to implement new investigation procedures.

The Code and Public Nuisance Litigation Unit supported the City in its efforts to legally remove encampments throughout the Kensington area in response to the opioid epidemic. Consequentially, four encampments under City bridges were removed without litigation. Also during calendar year 2018, the Code and Public Nuisance Litigation Unit collected \$2.1 million in fines, fees, and court costs and obtained \$4.9 million in judgments for outstanding fines, fees, and court costs.

In 2018, the Civil Rights Unit (CRU) tried 17 jury trials, resulting in 15 defense verdicts. The CRU also disposed of approximately 154 cases (including pre-suit files) without any City payment. The downward trend in new filings of civil rights lawsuits against the City continued in 2018. In calendar year 2018, 206 new claims were filed as compared with 300 in 2017 and over 500 in 2016. This downward trend in civil rights lawsuits can be, at least partially, attributed to increased training, oversight and accountability of police personnel.

The Tort Litigation Unit consulted on various legal issues with the Water Department and Risk Management during large scale water main breaks, including the water main break at Juniper and Sansom Streets.

Plans for Fiscal Years 2020-2024: Law will continue to identify affirmative litigation opportunities to combat systemic public nuisances or harmful legally suspect policies of the federal government which threaten public welfare, health or safety. Law will also continue to prosecute and seek appropriate relief in the City’s opioid litigation against manufacturers. Finally, Law will continue to defend against any, and all, filed lawsuits, and will continue to minimize outside counsel fees by limiting contracting to conflicts and specialized expertise.

Law will also implement an e-discovery platform it procured with the assistance of the Office of Innovation and Technology, which will improve Law’s ability to search, collect, cull, and produce electronic files and other documents without the use of outside vendors. The platform should significantly reduce costs, increase efficiency, and help the City improve its e-discovery processes. The system is expected to go live in March 2019.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Increase the Tort Litigation Unit's percent cost to Risk Assessment ratio. • Increase the number of Civil Rights Motion to Dismiss wins by 2%. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Claims Percent Cost to Risk Assessment ¹	80.70%	N/A	70%	72%
Civil Rights Motion to Dismiss Wins	57	48	82	84
Labor and Employment Motion to Dismiss Wins	21	2	10	10

¹ This is an annual measure, so FY19 data will be available at year-end. Risk assessment is the estimate of costs based on legal liability, available defenses and the claimed damages.

SOCIAL SERVICES PROGRAM

This program includes the Child Welfare Unit, which represents the Department of Human Services (DHS) in dependency child welfare hearings, termination of parental rights hearings, guardianship hearings, and administrative appeal hearings. This program also includes the Health and Adult Services Unit, which supports the missions of the Department of Public Health (DPH), the Department of Behavioral Health and Intellectual disAbility Services (DBHIDS), and the Office of Homeless Services (OHS). The Health Insurance Portability and Accountability Act (HIPAA) Privacy Unit is also part of this program.

Accomplishments: The HIPAA and Privacy Unit implemented a multi-disciplinary privacy review process to better coordinate and streamline the Law Department's advising on privacy issues. The Unit advised City agencies on strategies for sharing protected health information in compliance with the law to address the opioid crisis and homelessness. The Unit hired a HIPAA compliance director who implemented a monthly training for Department privacy officers. These accomplishments make the City more efficient and effective, improving the delivery and coordination of City services while protecting residents' privacy rights, and reducing the City's exposure to monetary damages and penalties.

In calendar year 2018, the Health and Adult Services Unit has litigated over 6,600 mental health cases and responded to over 300 requests for records and subpoenas for documents. The Unit has managed over 100 lead cases on behalf of the Health Department.⁴⁹ The Unit has been instrumental in the review and development of information sharing protocols to address concerns regarding opioid abuse.

The Child Welfare Unit has successfully assimilated a sixth attorney to each of the six core Dependency Court Rooms. This has resulted in reduced caseloads and the ability to dedicate more time on individual cases. As expected, the reduction in caseload size has increased the rate of achieving permanency for children in DHS' care. Furthermore, the CWU has successfully expanded its Accelerated Adoption Review Court (AARC) resulting in expediting children achieving permanency. Finally, the CWU has formed a dedicated unit which handles appeals before the Pennsylvania Department of Human Services' Bureau of Hearings and Appeals (BHA). The addition of the BHA Unit has indirectly contributed to accelerating achieving permanency for children by handling administrative hearings that would have previously been distributed among Dependency attorneys. The addition of the BHA Unit allows Dependency attorneys to have a reduced caseload which results in the ability to dedicate more time on individual cases.

As a result, in FY18, 809 children that were supervised by DHS were adopted. For every child adopted, the Law Department filed a Goal Change Petition and, in a majority of the cases, also filed a Termination of Parental Rights petition and successfully litigated both before the Court.

⁴⁹ Lead cases involve Philadelphia properties that have been determined by DPH to pose a lead hazard risk to children aged 6 years and younger. The Health and Adult Services Unit litigates those cases in order to force the owner to abate the lead hazards and provide a safe environment for children and their families. The Health and Adult Services Unit litigates mental health cases to protect the general public from mentally ill persons who are a danger to themselves or others and, most importantly, to secure treatment for those individuals who require treatment but are unable or unwilling to get that treatment themselves.

Plans for Fiscal Years 2020-2024: The HIPAA and Privacy Unit will focus on implementation of efficiencies in the privacy review process including using an on-line tool for submitting privacy review requests and will continue to provide advice and counsel to Health-related entities in response to the opioid epidemic.

The Child Welfare Unit will continue to explore and implement efficiencies to increase the rate of achieving permanency for children in DHS’ care. In addition, the Child Welfare Unit will implement cross training of attorneys in all legal aspects of the child welfare system. The cross training of attorneys will provide greater representation to the client and to the overall professional development of the attorneys. Additionally, the Child Welfare Unit will provide quarterly in-house trainings in the substantive areas of child welfare law and practices.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Increase the number of finalizations of adoptions. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Average caseload per lawyer ¹	170	158	N/A	
Child welfare: number of adoptions ²	803	N/A	805	810

¹ Long-term goal is to get below 100.

² This is an annual measure, and FY19 data will be available at year-end.

LICENSES + INSPECTIONS

MISSION

The Department of Licenses + Inspections (L+I) enforces the City’s codes for the safe and lawful construction and use of buildings.

PERMITS AND LICENSING PROGRAM

This program issues building, plumbing, electrical, and zoning permits and business and trades licenses in accordance with legal and code requirements.

Accomplishments: This program has continued to meet internal standards for efficiency while sustaining an increased workload resulting from the city’s continued surge in construction activity. In the first half of FY19, this program issued 29,802 building, plumbing, electrical and zoning permits, a 5.7% increase from the first half of FY18 when 28,188 permits were issued. The department projects that it will end the year with 55,000 total permits issued.

Plans for Fiscal Years 2020-2024: In FY20, this program will manage implementation of the remaining two phases of eCLIPSE, along with the implementation of business process improvements enabled by the new technology. Phase Three of eCLIPSE (Permitting) and Phase Four (Code Enforcement) will go live in June 2019. The program will also implement a new customer queuing system in late FY19 for use in the concourse area of the Municipal Services Building (MSB).

FY20 Strategic Goals				
<ul style="list-style-type: none"> Increase usage of online license modules and implement online permit modules. Reduce MSB concourse wait times through the implementation of web-based appointments. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Median wait times for over-the-counter permit customers (in minutes) ¹	N/A	23	22	20
Percentage of Residential Plan Reviews performed within 15 days	97.0%	98.7%	99.0%	99.0%
Percentage of commercial building, plumbing, electrical and zoning plans reviewed within 20 days	97.0%	98.6%	97.0%	97.0%
Number of building, electrical, plumbing, and zoning permits issued	56,952	29,802	55,000	55,000

¹ This is a new measure for FY19. This measure captures wait times only. Accurate data for FY18 cannot be pulled from the queuing system, so it is not available. Wait times increased in FY19 Q2 due to the unexpected attrition of counter staff. L+I expects staffing levels to improve during the second half of FY19 to meet the target.

CODE ENFORCEMENT PROGRAM

This program is responsible for enforcing the Philadelphia Property Maintenance and Fire Codes, ensuring that businesses possess all 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.

Accomplishments: This program continues to experience high levels of enforcement activity, with 26,526 inspections performed in the first half of FY19. This program, through the Department’s Audits and Investigations Unit (AIU), took the lead on a new interdepartmental “Business Enforcement Task Force” consisting of L+I, the Department of Revenue, and the Law Department. The goal of the new task force is to perform detailed reviews and investigations of construction activities being performed by unlicensed contractors that are non-compliant with City code and tax requirements. The program, which was launched in August 2018, is already seeing positive results, with 250 site visits conducted, 139 code enforcement

actions issued, and 33 contractors and other business entities referred to the Department of Revenue for collections activities.



Before and after photos of a cleaned and sealed property.

The Code Enforcement program has also provided support for the Philadelphia Resilience Project, which enlists 35 City departments to contribute to the City’s response to the Opioid Epidemic, through targeted Cleaning and Sealing and demolition of abandoned properties.

Plans for Fiscal Years 2020-2024: This program will continue enforcement of all business, property maintenance, and fire codes while also performing all required inspections. The Code Enforcement program will also review and analyze all business processes as part of eCLIPSE implementation. Support will also continue for the Philadelphia Resilience Project and the Business Enforcement Task Force. The Proposed FY20-24 Five Year Plan includes funding for dedicated staff to support the Task Force.

To reduce blight and improve environmental factors in high risk neighborhoods, the Proposed Plan also provides \$6.3 million to L+I for cleaning and greening lots, demolishing unsafe structures, and stabilizing vacant buildings.

This program will also resume enforcement of the City’s “Doors and Windows” ordinance, which applies to blocks that are 80% occupied and which requires property owners to install working doors and windows in all building openings or be subject to fines. Enforcement had been halted in response to a Commonwealth Court decision rendered in February 2017, but the ordinance was recently upheld as constitutional by the Pennsylvania Supreme Court, allowing L+I to resume enforcement of this important blight removal provision of the Property Maintenance Code.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Continue support for the Philadelphia Resilience Project and the Business Enforcement Task Force. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percent of nuisance properties inspected within 20 days ¹	82.3%	82.5%	85.0%	85.0%
Average time from complaint to clean and seal of vacant property ²	20	22	20	20

¹ This measure decreased in FY19 Q2 due to the challenging nature of these inspections. L+I inspects nuisance properties during nights and weekends, accompanied by police officers and sometimes firefighters. Results fluctuate depending on how complex the logistics are for each inspection. Although L+I is behind the FY19 target as of FY19 Q2, the Department expects the percentage to rise during the remainder of the year to meet the target.

² L+I expects the average time to decrease during the second half of FY19 to meet the target. L+I recently backfilled a number of vacant positions in the Clean & Seal unit. This is expected to increase productivity.

DEMOLITION PROGRAM

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.

Accomplishments: This program has continued its practice of demolishing imminently dangerous (ID) properties, with a total of 227 demolitions completed in the first half of FY19. L+I projects that it will perform a total of 500 demolitions by FY19 year-end. Over the past year, this program has steadily reduced the backlog of ID properties. In the first half of FY19, there were 118 ID properties, down from 167 at the same point in FY18 (a 41% reduction). The program is now utilizing the Department’s staff of Investigative Analysts to research the identity and location of property owners



Before and after photos of a public demolition.

prior to sending notices of violation. This research has proven extremely useful, particularly in identifying owners of large commercial properties who have allowed their properties to deteriorate, posing continued public safety risks. The investigative team uses powerful databases to perform this critical research.

Plans for Fiscal Years 2020-2024: 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 continue to utilize technologies, including Planimetrics, Cyclomedia and Atlas.Phila.gov, that provide aerial and street-level imagery. These technologies continue to expand through annual data refreshes, 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.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Continue to reduce the number of imminently dangerous properties. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of demolitions performed ¹	428	227	500	500
Number of "imminently dangerous" properties	179	118	A reduction from FY18	A reduction from FY19
Median timeframe from "imminently dangerous" designation to demolition (in days)	150	130	145	140
Number of unsafe properties ²	4,516	2,096	A reduction from FY18	A reduction from FY19

¹ L+I had a large \$600,000 demolition during the first half of FY19.

² The number of unsafe properties discovered by inspectors increased in FY18. Additional unsafe properties are being identified through enhanced use of Cyclomedia software and other industry-standard technologies.

BUILDING INSPECTIONS PROGRAM

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.

Accomplishments: Over the past year, this program continued its response to the increased workload resulting from Philadelphia’s construction boom by performing 70,545 permit inspections in the first half of FY19. The program has also provided significant internal expertise to the development of Project eCLIPSE Phases 3 and 4 design, which will be going live in June 2019. In response to the recent hiring of new inspectional staff, as well as planned hiring of additional Building Inspectors, this program expanded its number of Inspectional Supervisors over the past year. In addition to providing the necessary support and training for the new inspectors, the additional supervisory appointments will bring the supervisory span

of control to a more manageable ratio. The approximate supervisory span of control is currently 12 to 1. These additional supervisory appointments are expected to reduce this figure down to 8 to 1.

Plans for Fiscal Years 2020-2024: For FY20, this program will continue to inspect construction projects to ensure conformance to all plans and applicable codes. In addition, the program will provide on-the-job field training for all recently hired Building Inspectors through strategic rotations across the L+I’s district offices. The program will also manage all permit inspections through the new eCLIPSE system in FY20.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Reduce the number of permits assigned to each Building Inspector. • Implement a new Interactive Voice Response (IVR) system⁵⁰ to automate permit inspection scheduling through the new eCLIPSE system. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Average number of permits per building inspector ¹	441	547	500	500

¹ Hiring impact is delayed due to a lengthy training period. A planned hiring is pending for Q4.

ADMINISTRATION PROGRAM

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.

Accomplishments: Over the past year, this program managed the hiring of 16 new Building Inspectors and the required training for the new inspectors to become fully state certified. In addition to the comprehensive technical training program offered for inspectional staff, this program coordinated a new Leadership and Innovation training program for supervisory staff. Additional training accomplishments in the past year include new programs on performance report writing, Lone Worker/Situational Awareness, Zoning Code training, and a public sector focused customer service training series. This program also began to administer a Department-wide diversity training program. Since the beginning of FY19, over 190 L+I employees have participated in this full-day course which provides training on enhancing customer relationships, learning “first aid” approaches in conflict situations, strategizing for real-world situations and discussing action plans for leveraging diversity and promoting a respectful, inclusive work environment.

This program worked with the Department of Public Property (DPP) to temporarily re-locate the L+I Central District Office from 990 Spring Garden Street to MSB. The new location for the Central District Office at 667 North Broad Street is anticipated to open in Spring 2019. L+I also worked with DPP to completely renovate the L+I training room, which is located on the concourse level of MSB.

Plans for Fiscal Years 2020-2024: In FY20, this program will work with DPP to find a location for a new L+I district office in Southwest Philadelphia. Since inspectional hiring is currently dependent upon this new office space, L+I and DPP are exploring a temporary location that will allow the Department to resume inspectional hiring until the new location is ready.

The program will also continue the expansion of its training program. Inspectional staff will continue to have many opportunities to earn their state required continuing education units (CEUs) and the program will continue towards its goal of maximizing proactive training offerings for all L+I employees. Specific courses being scheduled include training in the Property Maintenance and Fire Codes, as well as the continuation of the comprehensive courses that were offered over the past year. Another series of certification preparation training courses will begin once the next group of inspectors are onboarded.

⁵⁰ Interactive Voice Response (IVR) technology will allow permit holders to schedule permit inspections through the use of voice and input via a telephone keypad. IVR will directly communicate with eCLIPSE and will route the requested inspections to the appropriate L+I district office for scheduling.

Plans are also underway to gradually replace outdated workstations on the L+I MSB concourse area and renovate existing L+I district offices to maximize available space for inspectional staff.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Work with DPP to open a new Southwest Philadelphia district office. • Fill all remaining inspector vacancies. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Net personnel gain/loss (+ new hires, - separations)	47	-13	12	10
Number of on-the-job injuries	37	18	A reduction from FY18	A reduction from FY19

MANAGING DIRECTOR

MISSION

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.

ADMINISTRATION/POLICY PROGRAM

Through this program, MDO plans, coordinates, and implements major strategic initiatives that involve multiple departments. This program is inclusive of five thematic and operational clusters, each of which is headed by a Deputy Managing Director:

Community and Culture: This cluster supports and coordinates the work of Philadelphia Parks and Recreation (PPR), the Free Library (FLP), Rebuilding Community Infrastructure (Rebuild), and the Office of Arts, Culture, and the Creative Economy (OACCE). The cluster also supports MDO's Office of Special Events (OSE).

Health and Human Services (HHS): HHS supports and coordinates the work of the Departments of Public Health (DPH), Human Services (DHS), Behavioral Health and Intellectual disAbilities (DBHIDS), Homeless Services (OHS), Community Empowerment and Opportunity (CEO), and the Mayor's Commission on Aging (MCOA). HHS develops strategies for cross-agency collaboration to ensure all Philadelphians are healthy, safe, and supported.

Criminal Justice and Public Safety (CJPS): CJPS supports the work of public safety departments, including Police, Fire, Prisons, and Licenses and Inspections (L+I). The cluster also supports several MDO programs, including the Office of Emergency Management (OEM), the Police Advisory Commission (PAC), the Office of Criminal Justice (OCJ), the Office of Violence Prevention (OVP), Legal Services, and Town Watch Integrated Services (TWIS); and coordinates with the City's criminal justice partners.

Transportation, Infrastructure and Sustainability (OTIS): OTIS oversees the Streets and Water Departments and the Office of Sustainability and coordinates policy, planning, and decision-making among the entities that manage local transportation and utilities infrastructure. These bodies include Philadelphia Gas Works (PGW), the Delaware Valley Regional Planning Commission (DVRPC), the Pennsylvania Department of Transportation (PennDOT), the Southeastern Pennsylvania Transportation Authority (SEPTA), and the Port Authority Transit Corporation (PATCO).

Community Services: This cluster supports Mural Arts and oversees outward-facing service programs, including the Community Life Improvement Program (CLIP), Philly311, the Office of Immigrant Affairs, and Animal Control (ACCT). This cluster also coordinates multi-agency initiatives aimed at addressing neighborhood quality-of-life challenges.

Beginning in December 2018, the MDO also provides strategic oversight and support for the Office of Fleet Management and Department of Public Property.

Accomplishments: *Office of Performance Management (OPM):* The Administration/Policy program contains the Office of Performance Management (OPM), which supports City departments as they use data to effectively make informed decisions about their programs and services. In support of the Administration's focus on improving public safety, OPM has worked closely with Police and Prisons to collect and analyze data on their respective operations to make improvements. For example, OPM conducted a series of focus groups with prison inmates to inform and update current prisons policies as well as to solicit input on the types of services that inmates need upon release. Additionally, OPM leads the data

and evaluation for the City's Gun Violence Prevention Strategy and the Philadelphia Resilience Project, which addresses the opioid epidemic.

Consistent with the Administration's commitment to providing quality service every day, OPM has also supported several departments in developing and administering satisfaction surveys to receive feedback from their customers – both internal and external to City government – on the services they provide and ideas for future programming.

Community and Culture: Rebuilding Community Infrastructure (Rebuild): Rebuild will invest hundreds of millions of dollars in neighborhood parks, recreation centers, and libraries. Rebuild seeks to make physical improvements, empower and engage communities, and promote diversity and economic inclusion in construction fields. In FY19, the Philadelphia Beverage Tax (PBT) litigation was resolved and the Rebuild initiative was able to begin in earnest, as discussed below.

- First Project Statement: In June 2018, City Council approved the first Project Statement for Rebuild, the document that sets forth the annual budget, approved Rebuild sites, and the Master Economic Opportunity Plan (EOP). The first 64 approved sites were selected based on their physical conditions and on data about Philadelphia neighborhoods (such as poverty data, health indicators, and how the neighborhoods are growing or changing), information from other City departments, and input from City Council. They are located throughout Philadelphia, many in neighborhoods with high rates of poverty and health risks.
- First bond issuance: In November 2018, the first of three planned bond issues for Rebuild closed, yielding \$86.5 million. These funds will finance capital improvements at parks, recreation centers and libraries managed by the Philadelphia Redevelopment Authority (PRA), by City capital projects staff or skilled trades, or through grants to qualified non-profit organizations.
- First Rebuild projects launched: In September 2018, the first five Rebuild grant applications opened, for Vare Recreation Center, Olney Recreation Center, Cecil B. Moore Recreation Center, Heitzman Recreation Center, and Glavin Playground. Grants were awarded shortly thereafter, and a second round of grant applications opened in November. Networking events were held shortly after each round opened to help interested businesses connect with applicants and to help applicants put together diverse teams. Qualified non-profit organizations competed for the grants based on design and construction experience, ability to achieve economic opportunity plan goals, and plans for robust community engagement. In addition, a variety of other projects were initiated in the fall of 2018 through City contracts and by the PRA.
- Call for Interest and Contract Opportunity Portal introduced: In order to maximize access to Rebuild contract opportunities for small Philadelphia businesses, especially those owned by minorities and women, the Rebuild Office created a Call for Interest and a Contract Opportunity Portal. The Call for Interest is a directory of diverse businesses that are interested in working on Rebuild – businesses fill out a simple form accessed from the Rebuild website at their convenience, and qualified non-profits can use the information to search for consultants and contractors. The Contract Opportunity Portal centralizes the posting of Rebuild contract opportunities to make it easier for interested vendors to identify those opportunities, regardless of whether a project is to be implemented by the City of Philadelphia, the PRA, or a non-profit.
- Launch of Emerging Vendor Program: In December 2018, the Rebuild Office began accepting applications for the Emerging Vendor Program. This program, a collaboration between the Office of Economic Opportunity (OEO) and the Rebuild Office, will allow businesses owned by minorities or women to count toward EOP goals on Rebuild projects while they pursue certification as a Minority Business Enterprise (MBE) or Woman-Owned Enterprise (WBE). Businesses will have up to 18 months to obtain their certification and can count toward EOP goals for up to \$150,000. The program will provide opportunities for these businesses, give qualified non-profits more options for meeting EOP goals, and will increase the number of Philadelphia-based MBEs and WBEs.



Mayor Kenney visits the Philly Reading Coach site at Hamilton Elementary School.

Out-of-School Time (OST): The Citywide OST Initiative, a collaboration with DHS, PPR, FLP, and the Mayor’s Office of Education, was launched in February 2017. Children who participate in quality OST programs are more likely to be engaged in learning, have better school attendance, and have increased levels of physical activity, and are less likely to be involved in or to become victims of violence. The OST strategic plan focuses on quality programming with an emphasis on early literacy and on providing system-wide quality

supports for programs; community engagement with an emphasis on creating a coordinator youth-serving volunteer system; and partnerships with an emphasis in DHS, the School District of Philadelphia, and Community Schools and on sustainability.

Since its launch, the Initiative has raised \$3.7 million in philanthropic funding to support increases in programming, data and volunteer quality. OST also implemented a data management system that now includes the Police Athletic League (PAL) and all City departments with OST-related activities (DHS, PPR, FLP), while new non-City funded OST organizations are starting to be incorporated into the system; increased the number of OST slots by 300 to 7,276 through the investment of Community Schools funding (with new OST programming added at Gompers, Locke and Edmonds); and expanded the number of Philly Reading Coach sites from three sites (reaching 105 K-3 students and engaging 120 volunteers) to 19 sites (reaching 355 K-3 students and engaging 470 volunteers). The 19 sites include recreation centers, schools, PAL sites, and Project Home and Philadelphia Housing Authority sites.

Health and Human Services (HHS): In FY19, this cluster continued its efforts to interrupt poverty and improve life chances for Philadelphia’s most vulnerable residents. HHS provides communications and programmatic leadership and support for the implementation of recommendations from Mayoral task forces addressing key health and human services issues such as combating the opioid epidemic, lead poisoning prevention, and Shared Public Spaces, which is a public-private effort to address panhandling and chronic homelessness.

HHS continues to work to streamline access to and the delivery of services for those with mental health and substance use conditions and has been a key partner with the Philadelphia Resilience Project, a response to the Mayor’s Executive Order to address opioid use disorder in Kensington and city-wide. HHS led a successful pilot to resolve homeless encampments in the Kensington area that has resulted in four tunnels being cleared and treatment and housing support being offered to hundreds of individuals who had previously lived there.

HHS continues to facilitate a Housing Cabinet with participation of HHS agencies, Planning and Development, L+I, and the Human Relations Commission, to ensure citywide coordination of housing resources, services and supports. In FY18, HHS launched the Mayor’s Eviction Task Force, charged with reducing the number of evictions and buffering the effects of eviction on low-income residents. During FY19, the report was released, and its recommendations include:

- Create a single portal for access to eviction prevention services.

- Set up alternate opportunities for resolution within the eviction process, both before and after an eviction filing.
- Develop new trainings to educate landlords and tenants.
- Target outreach to tenants facing eviction to connect them with information and services.
- Pilot program for loans for repairs for “mom and pop” landlords.
- Increase legal representation for low-income tenants.

In addition, arising from in the work of Shared Public Spaces, HHS shared leadership for the development of the Hub of Hope, which is a respite facility for homeless persons that is located in the SEPTA concourse and which opened in early 2018. The 11,000-square-foot facility is operated by Project HOME and provides a gateway to vital services and care for Philadelphia’s homeless residents. Hub of Hope is a first-of-its-kind engagement center for the homeless, created via a partnership with a social services agency, transportation authority, and municipality.

Last fiscal year, HHS reported that 210 staff persons in health and human services programs, including staff in DHS’s Community Umbrella Agencies, were trained to recognize domestic violence and work with its survivors to achieve safety and independence. As part of the City’s domestic violence prevention strategies, the City expanded training offerings and facilitated training among additional stakeholders. To identify and address domestic violence, creating safety for affected residents, 741 have been trained city-wide, as of December 2018.

In the aftermath of the bankruptcy of the North Philadelphia Health System (NPHS), HHS helped to ensure the retention of behavioral health services, including medication-assisted treatment for more than 3,500 patients, at NPHS’s facilities. HHS also worked with the Office of Community Empowerment and Opportunity to expand the reach of BenePhilly, which provides comprehensive benefits access services to help low-income residents. Several other City agencies are gaining access to the software platform so that they can directly assist their participants to gain access to benefits such as the Supplemental Nutrition Assistance Program (SNAP), fuel assistance, child care subsidy, and tax relief programs.

Lastly, the Mayor’s Commission on Aging (MCOA) continues to surpass prior years’ enrollment in its workforce development training program, which trains and supports income-eligible seniors to re-enter the workforce by linking them with internship opportunities, and supportive services, like resume-writing and interview preparation. By December 2018, MCOA had already reached 70% of its FY19 placement goals.

Criminal Justice and Public Safety (CJPS): The Office of Criminal Justice continued its efforts to reduce the local jail population, improve the coordination of services for returning citizens, and support other collaborative reform efforts.

MacArthur Foundation Safety and Justice Challenge: In April 2016, the John D. and Catherine T. MacArthur Foundation awarded Philadelphia a two-year grant of \$3.5 million as part of the Safety and Justice Challenge, a major criminal justice reform initiative aimed at safely reducing pretrial incarceration and reducing racial, ethnic, and economic disparities in the criminal justice system. In October 2018, Philadelphia was awarded a second two-year grant of \$4 million to continue its criminal justice reform effort. As part of the Challenge, Philadelphia is implementing a comprehensive reform plan to safely reduce the local jail population by 50% over five years, and reduce racial, ethnic, and economic disparities in the criminal justice system. The plan includes seven overarching strategies and 30 individual initiatives and was designed in conjunction with the First Judicial District (FJD), the Defender Association, the District Attorney’s Office (DAO), Police, Prisons, and DBHIDS.

Since the beginning of the reform effort in 2015, Philadelphia’s jail population has been reduced by approximately 42% (from 8,082 to approximately 4,700 as of January 2019), resulting in the closure of the House of Correction, one of the City’s oldest and largest jail facilities. To date, the criminal justice partners have implemented 21 of the 30 initiatives in the reform plan, and more are planned in the next few years. The following initiatives were implemented in FY19:

- Bias training: In FY18, each of Philadelphia’s criminal justice partner agencies created customized bias trainings and implemented a “train the trainer” program. In FY19, the partners have launched agency-wide trainings for their staffs.
- Continuance review: The FJD launched its continuance review processes within Municipal Court and Common Pleas Court. The FJD collects and reviews continuance data to identify trends or patterns that create delays in case processing, and collaborates with the justice partners to develop and recommend policy changes to address delays.
- Art for Justice: The criminal justice partners collaborated with the Mural Arts Program’s Art for Justice Project to create a public art installation related to the reform effort, a fellowship for formerly incarcerated artists, and expansion and evaluation of their reentry program.
- Long stayer review: The Court and justice partners conduct regular case reviews of “long stayers” currently confined in county custody to identify ways to expedite case processing more broadly.
- Detainer Fast Track: For individuals with a county detainer, a new open matter before the court, and who have spent over six months in custody, the FJD is holding Detainer Fast Track Hearings in an effort to expedite the resolution of the new case or find an alternative to continued incarceration.
- Data Diagnostic: Philadelphia recently launched its Race and Ethnicity Data Diagnostic, which will utilize race and ethnicity data across every decision point to explore the extent to which disparities exist, and to develop corrective action plans.
- Early Bail Review Expansion: One of the first major steps in this pretrial reform effort was the roll-out of the Early Bail Review Program in July 2016. In FY19, this program was expanded to include additional charge and bail criteria and types of pretrial release.
- Detainer Alternative Program Expansion: Philadelphia expanded the Detainer Alternative Program, providing treatment for individuals who are at-risk for a technical violation of their probation due to continued substance abuse. This program expanded to specifically target individuals who have frequent and repeated contact with the criminal justice system for quality-of-life offenses consistent with continued substance use.

Police-Assisted Diversion (PAD): PAD is a pre-booking diversion program that connects individuals who come into contact with law enforcement for low-level offenses such as drug possession, drug purchasing, prostitution, and retail theft to harm reduction services in lieu of arrest. PAD provides an alternative to criminal justice system involvement in situations where an individual’s criminal behavior is driven primarily by a substance use disorder and other co-occurring conditions such as mental health challenges or sustenance needs. Individuals can also access PAD services through a social referral process where they are willing to accept help for their substance use needs from law enforcement but would not otherwise be at risk of arrest.

In FY18, the Police Department launched a pilot of the Police-Assisted Diversion (PAD) Program in the 22nd Police District. In FY19, the PAD program expanded to the 39th Police District, as well as the 24th and 25th Districts. While the pilot program was originally funded by the MacArthur Grant, the City has since assumed financial responsibility for the program and invested in expanding operations in response to the City’s growing opioid crisis as part of the Resilience Project. The MDO is working hand-in-hand with Police, DBHIDS, the Defender Association, the DAO, and community partners on efforts to grow this successful program.

Philadelphia Reentry Coalition: To address high recidivism rates thoughtfully and holistically, OCJ continued to support the Philadelphia Reentry Coalition, with an AmeriCorps VISTA supporting the Coalition’s director for the second year in a row. The Coalition continued to implement Home for Good, its five-year strategic plan to reduce recidivism by 25% by the end of 2020 by increasing communication, facilitating collaboration, and building capacity among organizations and agencies working on reentry. While engaging additional members, the Coalition continued to bring stakeholders together to share information and resources, forming new partnerships and increasing coordination across otherwise isolated efforts to serve returning citizens. The Coalition is finalizing “Philadelphia’s Reentry Services Landscape,”

a report outlining the results of a comprehensive inventory of reentry services represented within the Coalition; is partnering with the Criminal Justice and Public Safety Cabinet to better leverage Coalition assets towards City objectives, and is advising on OCJ's Neighborhood Resource Centers planning efforts.

Neighborhood Resource Centers: In FY19, OCJ continued on behalf of the Criminal Justice Advisory Board (CJAB) to steward a feasibility study of Neighborhood Resource Centers, which are an alternative to centralized reporting for those on county probation, that bring together community-based reporting with social services and supports. Through an in-depth inquiry that included data analysis, engagement of numerous stakeholder groups, and comparing similar initiatives elsewhere, Philadelphia's criminal justice agencies and partners collectively developed a vision for Philadelphia's NRCs, which will be welcoming neighborhood-based resource hubs for people on probation (with an emphasis on young adults), others who are justice-involved, their families, and the surrounding community.

Juvenile Justice Hub: In 2018, Philadelphia received two grants from the Bloomberg Philanthropies' Mayor's Challenge: in February, Philadelphia was one of 35 finalist cities to receive a \$100,000 grant to test its idea of a juvenile justice hub. In Philadelphia, arrested youth (2,774 last year) are held in district holding cells designed for adults, and police are not equipped to mitigate the resulting trauma or provide appropriate social services. The idea of the hub is to provide a centralized, trauma-informed center where police can bring arrested youth. The space will be designed for youth and offer connections to services and other needs while engaging with the justice system. As a result of a successful testing phase, Philadelphia was ultimately one of nine cities awarded \$1 million as a Champion city to implement the hub. The multi-agency team, including representatives from Police, the Mayor's Office, the MDO, DHS, the Office of Grants, Office of Open Data and Digital Transformation, Family Court, Juvenile Probation, DAO, and Defender Association, will use lessons learned from the testing phase to create an implementation plan during the duration of FY19, looking towards piloting the idea in FY20.

FUSE: In FY19, OCJ and the Health and Human Services Cluster engaged a FUSE Fellow focusing on prioritizing social services over incarceration. The FUSE fellowship embeds experienced professionals with local government agencies. They work alongside City leaders to bring new approaches, diverse perspectives, and community-based solutions. The Fellowship culminates in an implementation plan that focuses on breaking down silos to better address the needs of those involved in the criminal justice system and to support efforts in maintaining the substantial reductions in the jail population by providing vulnerable individuals the supports they need to stay out of the criminal justice system.

Root Causes Project: In FY19, OCJ launched the Root Causes Project, a collaborative effort with Philadelphia's criminal justice agencies to develop an asset-based framework to support the capacity across Philadelphia's criminal justice system to make impactful referrals to reentry programs and other health and social services.

Office of Transportation, Infrastructure and Sustainability (OTIS): CONNECT: The Philadelphia Transportation Project: In FY19, OTIS released CONNECT: Philadelphia's Strategic Transportation Plan, which lays out a seven-year vision for a transportation system that benefits everyone. The plan includes strategies, deliverables, and outcomes that are grouped into five goals:

- Vision Zero: In FY19, OTIS continued to implement the three-year Vision Zero Action Plan, which is built on substantial engagement and coordination and sets a path towards zero traffic fatalities by 2030. A one-year status report was issued in November to track progress on deliverables across City government and with partners. OTIS has also worked to advance key safety projects that had construction funding but not design funding. OTIS is also working with the Philadelphia Parking Authority (PPA), Pennsylvania Department of Transportation (PennDOT), and other partners to get recently legalized speed cameras installed on Roosevelt Boulevard.

- Transit First: OTIS worked with SEPTA to plot a course for improved bus service, including a Comprehensive Bus Network Redesign. OTIS will hold workshops on “what is good transit” to increase civic engagement. OTIS also worked to continue to plan for Trolley Modernization, roll-out real-time data, coordinate on regional transit funding, work on operational issues and policy, and will install 85 new bus shelters. OTIS also completed a new business plan for Indego, the city’s bikeshare program, to chart towards a complete, financially sustainable, and equitable bike share system. Indego expanded to 130 stations. OTIS also worked to get legislation passed for dockless bike share and will publish regulations for private operators.



Protected bike lanes have been installed on Chestnut Street near 43rd Street.

- Great Streets: OTIS continued planning work for the Route for Change, which is the federally grant-funded project to improve safety and transportation options in the Northeast. As part of the City's street furniture program, OTIS facilitated the installation of newly designed LinkPHL informational kiosks in Philadelphia. OTIS continued to work to build a High-Quality Bike Network, setting goals in CONNECT for 20 miles of protected bike lanes by 2020 and 40 miles by 2025. Notable projects being done in cooperation with Streets in FY19 include installing protected bike lanes on Market, JFK, Spruce, Pine, and 13th streets and

planning for projects on 2nd, 5th, 6th, 10th, 13th, Spruce, Pine and other streets. OTIS also created a grant program, Neighborhood Slow Zones, to work with community groups to implement traffic safety and traffic calming measures throughout an entire neighborhood.

- A Competitive City: OTIS worked with Police, Streets, Commerce, PPA, and SEPTA to do an enforcement blitz to relieve congestion and improve bus service in Center City. OTIS has also worked with the PPA to revise parking fees and fines, and with other partners to develop a data and technology roadmap to address transportation issues in Center City.
- Efficient and Effective Government: OTIS led the third Philly Free Streets event in August 2018, cooperating with many neighborhood and community groups to feature North Broad Street. Thousands of attendees walked, biked, and played through diverse neighborhoods. OTIS has also worked to design and implement a project delivery process, and has collaborated with Streets on a roadmap to improve asset management.

Zero Waste and Litter Cabinet: OTIS continued to support the work of the City’s Zero Waste and Litter Cabinet, which was launched in December 2016. The Cabinet released its first Action Plan in FY18 after more than six months of planning and released a citywide Litter Index that surveys and documents the conditions of every block in the city in February 2018. In FY19, the City has installed 15 new surveillance cameras to catch illegal dumping and has also used other means to increase enforcement and prosecution to hold people responsible for their harmful, illegal actions.

Community Services: Philadelphia Resilience Project: In FY19, the Community Services cluster continued to focus on coordinating multi-agency quality-of-life initiatives. Building upon its earlier work to combat the effects of the opioid crisis in Kensington, known as El Barrio es Nuestro, the Community Services team has also played a significant role in the Philadelphia Resilience Project, which is the City’s unified approach to tackling the opioid crisis and its negative impacts on Kensington and surrounding neighborhoods, by leading multi-departmental efforts to improve sanitation and human services and remediate nuisance conditions in the surrounding neighborhood.

Municipal Identification (ID): In September 2018, City Council approved the creation of a municipal identification program. This initiative will offer a low-cost, low-barrier government-issued identification card to Philadelphia residents in early 2019. The Municipal ID program aims to promote belonging and a shared community identity while also helping individuals access services and benefits that can otherwise be difficult to obtain without proper identification, such as government or banking services.

Plans for Fiscal Years 2020-2024: Each of the MDO's clusters will continue to support its respective departments and programs, strengthening these entities' abilities to execute their missions and deliver high quality service that responds to the needs of Philadelphia. In addition, the clusters will continue to focus on identifying and increasing opportunities for collaboration, alignment, and coordination across departments and programs.

Office of Performance Management (OPM): OPM will continue to provide performance measurement, process improvement, and statistical support to City departments, and will work with departments and the Office of Budget and Program Evaluation to help with the continued implementation of program-based budgeting across City government.

Community and Culture: Rebuilding Community Infrastructure (Rebuild): Rebuild projects started in fall 2018 using City capital funds, funds from the first bond issue, and grant funds. Project implementation will entail site-specific community engagement, design and construction work on as many projects as its multi-hundred-million-dollar budget will allow over about seven years, although the program will not be able to touch every park, recreation center, and library in the system. Fundraising efforts will ramp up in FY19 with assistance from the Philanthropy Network of Greater Philadelphia and the William Penn Foundation.

Rebuild projects are expected to range in cost from \$50,000 for minor work, such as fencing, to \$14 million or more for comprehensive renovations of large sites. Projects are being implemented by the Philadelphia Redevelopment Authority, the City, or by qualified non-profits.

Rebuild projects must also meet ambitious goals for workforce participation and contracting. These goals include 30-35% Minority-, Women-, and Disabled-Owned Business Enterprise (M/W/DSBEs) participation on construction contracts, and 45% minority workforce hours. Part of the efforts to meet these goals will include business and workforce development efforts.

Business development, including networking events, access to contract opportunities, and business technical assistance, will help overcome obstacles that prevent M/W/DSBEs from participating proportionally in Philadelphia design and construction contracts. A key aspect of this work is anticipated to be fully ramped up in FY19: business capacity-building, including assistance becoming certified as a M/W/DSBE if necessary, with a special focus on cash flow management, profitable bidding, increasing bonding capacity, and access to capital. This assistance will be provided to cohorts of businesses through classes and one-on-one assistance. Each participating business will have a customized development plan to focus efforts and track progress.

Once a steady stream of projects is in construction, the Rebuild initiative will be able to implement two workforce development programs designed to provide pathways for minorities and women into the building trades. The first, PHL Pipeline, will provide technical and soft skills development and coaching to help individuals without construction experience become apprentices. The second program, the Philadelphia Redevelopment Authority (PRA) Talent Development Program, will provide employment opportunities for experienced construction workers who are not yet members of the trades. Participants will earn union cards following 3,000 hours of work on Rebuild projects with the PRA. Both programs will be designed in close coordination with the City's Office of Workforce Development. Recruitment will begin in the spring of 2019, and the programs will have their first cohorts of participants in late FY19. In FY20, program participation will ramp up to full scale.

Out-of-School Time (OST): The Proposed Five Year Plan includes \$1 million over the life of the Plan to improve early literacy and provide more quality programming for children outside of school hours. These

funds will support additional programming, along with the infrastructure needed to manage and continually evaluate this work.

In addition to funding Philly Reading Coaches, the William Penn Foundation is funding a two-year, 1.5-million-dollar pilot to support quality programming in OST. DHS leads this grant which will provide technical support to DHS-funded providers with the goal of expanding to non-DHS sites in later years. This support includes training OST staff on appropriate literacy activities and building program capacity to support continuous program improvement through shared assessment and data tools.



PRC is in its second year at Duckrey Elementary School.

Other upcoming activity for the Initiative will include the launch of a public-facing program locator to help parents and young people find OST programming and the further expansion of Philly Reading Coaches to 26 sites. Moreover, the Initiative's two-year operational plan (2018-2019) ends in 2019, and thus there will be a need to develop the next phase of the operational plan.

Health and Human Services (HHS): In May 2017, the Mayor's Task Force to Combat the Opioid Epidemic in Philadelphia issued a report considering the causes of the public health crisis caused by prescription and illicit opioids and outlining 18 recommendations to solve the devastating challenges resulting from these high

and increasing rates of opioid use disorders and overdose deaths. The Task Force grouped the recommendations into four categories: prevention and education, treatment, overdose prevention, and involvement of the criminal justice system. Over the last year, the Task Force has made progress both with insurance companies and health institutions in their efforts to curb over-prescribing, and lives have been saved through equipping City employees and community members with the antidote, naloxone. However, the epidemic continues to have a growing impact on the city's neighborhoods, and the Five-Year Plan seeks to tackle these challenges by caring for and protecting homeless individuals who have substance-use disorder as well as keep neighborhoods safe, clean, and accessible.

While overdoses occur city-wide, in every neighborhood, in the Kensington neighborhood, large encampments grew on four streets adjacent to Lehigh Avenue, posing a risk to the community and those living in the encampments. All four encampments have been closed, returning the sidewalk back to healthy and safe use and providing low-barrier housing and access to treatment for some of those who lived in the encampments. Kensington continues to be a place where HHS engages in multiple strategies to achieve treatment, housing and community development outcomes. Much of this work is performed through the Philadelphia Resilience Project, a project for which HHS and its member agencies play significant roles.

In addition to investments in Public Health, DBHIDS, and OHS, the Proposed FY20-24 Plan includes \$619,000 in annual funding to promote safe corridors to schools, remove blight, and provide other community supports as part of the Philadelphia Resilience Project.

HHS will also continue to develop strategies for greater cross-collaboration and will continue to work on key issues, such as housing, workforce development and fiscal compliance. HHS works on increasing access to affordable housing by strengthening coordination between housing development agencies and City departments; increasing connections to housing for families in the child welfare system; increasing supportive housing opportunities, especially "Housing First"; improving the rate at which children are placed into permanent homes, as well as supporting foster youth as they age out of the system; and continuing the senior workforce training program. Lastly, HHS's Audit Unit will expand implementation of audit and financial management practices to support effective investment in programs.

Criminal Justice and Public Safety (CJPS): OCJ will continue to oversee initiatives aiming to reduce the local jail population while improving public safety, reducing racial disparities in the justice system, and strengthening support systems that improve outcomes for returning citizens. In future years, OCJ will continue to coordinate with partner agencies to implement data-driven strategies to reduce the City's overreliance on jails and focus on reducing recidivism by better connecting returning citizens to the resources they need. Goals include an overall 50% reduction in the jail population by the first quarter of FY21 (from the FY16 baseline to a census of 4,044) and working with the Reentry Coalition to reduce recidivism.

MacArthur Foundation 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 efficiencies in case processing, reduce racial and ethnic disparities across the criminal justice system, increase community-based supports for individuals in the criminal justice system who have substance use disorders and/or serious mental illness, and foster meaningful community engagement in the reform effort. The implementation of these reforms will advance the overarching goals of racial equity, public safety, and community reinvestment.

Police-Assisted Diversion (PAD): The Proposed FY20-24 Plan includes \$4.3 million over five years to continue to support Police-Assisted Diversion programming, connecting individuals who come into contact with law enforcement for low-level offenses to harm reduction services in lieu of arrest.

Root Causes Project: OCJ will continue to partner with Philadelphia's criminal justice agencies through the Root Causes Project, a collaborative effort to develop an asset-based framework to support the capacity across Philadelphia's criminal justice system to make impactful referrals to reentry programs and other health and social services. The Root Causes Project will build off other FY19 efforts, including a City partnership with the First Judicial District's Philadelphia Treatment Court program and the DAO to improve connections to workforce development opportunities for 18-to-24-year-olds in diversion.

Philadelphia Reentry Coalition: Over the next five years, OCJ will continue to support the Reentry Coalition as an integral partner in its efforts to drive the alignment of resources to create a citywide network of services for formerly incarcerated Philadelphians. The Reentry Coalition will continue to focus on building the capacity of agencies and programs to serve returning citizens; contributing to a more data-driven understanding of Philadelphia's reentry needs; and collaborating to increase the coordination of service delivery, and reduce barriers, and increase access to opportunity.

Neighborhood Resource Centers (NRCs): The Proposed FY20-24 Plan adds \$11.8 million to pilot two full and two satellite NRCs over the next five years. These neighborhood-based hubs will provide people who are under county supervision with access to a broad range of services to support reintegration, restoration, and wellness. NRCs will have resources available to anyone in the community, with programming geared toward young adults at the highest risk of re-arrest. NRCs will be an integral component of a network of neighborhood-based reentry services, supporting reentry and violence prevention goals by enabling returning citizens to access critical resources and connections to services such as education and workforce development, behavioral health, and peer support. By making reporting more accessible and providing better connection to services, NRCs are expected to reduce violations of probation, which will in turn contribute to further reductions in the jail population. Additionally, NRCs will complement other criminal justice reform efforts to reduce probation caseloads and probation sentences, by facilitating more successful completion of probation terms and demonstrating the efficacy of providing services in lieu of incarceration and lengthy supervision.

The Office of Reentry Partnerships: In order to elevate the administration's focus on reentry and align existing efforts by the City to reduce recidivism, in FY20 the Criminal Justice and Public Safety Cabinet will create the Office of Reentry Partnerships. The office will be responsible for developing and implementing strategies to improve public safety by ensuring that Philadelphians returning from

incarceration have access to the necessary resources, supports, and opportunities to achieve holistic well-being.

Office of Transportation, Infrastructure and Sustainability (OTIS): OTIS will continue to coordinate multi-agency initiatives and work to secure funding for transportation and infrastructure projects from state, federal, and philanthropic grants, and will continue to implement the strategies outlined in CONNECT:

- Vision Zero: OTIS will continue to implement the Neighborhood Slow Zones program, which is funded by state grants, with construction on the first round of improvements expected to begin in the fall of 2019. OTIS will also increase traffic safety messaging at schools and elsewhere, and will continue to work on other engineering, education, enforcement, and evaluation strategies to drive the number of traffic deaths to zero.



A Streets Department paving crew resurfaces city streets.

- Transit First: OTIS will work with SEPTA on a bus network reorganization. A key role for City staff will be connecting communities and involving them in the planning process of this transformative initiative. OTIS will continue to work on other Transit First measures, including planning for Trolley Modernization, conducting a City Transit Plan, implementing the Indego 2.0 business plan, and cooperating across the region and commonwealth on transit funding.
- Great Streets: OTIS will continue to plan and, together with Streets, construct a network of protected and other high-quality bike facilities.
- Competitive City: Under the “Sustainability for Competitiveness” strategy, OTIS intends to coordinate the work of the Water Department’s Climate Science Unit and the Office of Sustainability to regularly convene a number of internal and external partners with the goal of developing a climate action and resiliency roadmap. This will include guidance for each stakeholder on developing actionable science and identifying planning goals, best practices, and short-term funding opportunities, and is a preliminary step towards the larger and more comprehensive master planning work to ensure the City’s preparedness to address sea-level and related climate changes over the next 50 years. OTIS will continue to work on other Competitive City strategies, including a data architecture plan to address congestion in Center City, examining parking fines and fees to reduce congestion-causing behaviors, and working on truck management issues.
- Efficient and Effective Government: Philly Free Streets has proven to be an effective way to engage with communities and to get residents to imagine their street as public space. OTIS will continue to conduct Philly Free Streets in FY20. OTIS will also continue to work with Streets on streamlining project delivery and improving asset management.

Community Services: Census 2020: Starting in the latter part of FY19 and continuing through FY20, a dedicated team will be assigned to maximize the City’s participation in the 2020 U.S. Census. Similar to prior census counts, this team will work closely with the regional office of the U.S. Census Bureau, key community-based stakeholders, and City departments to spread awareness of the importance of responding to the census and ensuring that every member of Philadelphia’s population is counted once, only once, and in the right place. The Proposed FY20 Budget includes \$975,000 to support these efforts. These funds will be used to promote awareness of the Census and to attain a high response rate among difficult-to-reach populations.

Municipal ID: In the spring of FY19, the MDO Community Services Cluster will begin implementing the municipal ID program and performing extensive outreach with community-based partners to ensure that as many individuals can obtain this credential as possible.

In addition to these two specific initiatives, this cluster will continue to coordinate multi-agency initiatives to develop safe and healthy neighborhoods through collaborative planning, community action, and policy advocacy. The cluster will continue to focus its work on lifting up and improving Philadelphia’s most vulnerable neighborhoods and citizens, with a specific focus on the Kensington area.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Continue implementing the comprehensive violence prevention strategies set forth in The Philadelphia Roadmap to Safer Communities. Continue to focus on strategies to address the opioid epidemic through prevention and education, expanded access to treatment, provision of low-barrier housing resources and other harm reduction measures. Address the City’s persistent poverty and deep poverty rate through provision of basic services and innovating and piloting new approaches to economic mobility. Prioritize and implement initiatives and projects identified in Connect: Philadelphia’s Strategic Transportation Plan including the Neighborhood Slow Zone initiative to collaborate directly with communities to address transportation and traffic safety concerns. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percent of contracts conformed within 90 days of start date ¹	69.0%	N/A	70.0%	70.0%

¹ This is an annual measure, and FY19 data will be available at year-end.

OFFICE OF WORKFORCE DEVELOPMENT (OWD) PROGRAM

The Office of Workforce Development (OWD) was established in March 2018 to operationalize the goals laid out in the city-wide workforce development strategy – Fueling Philadelphia’s Talent Engine. OWD’s charge is comprised of three overarching goals: prepare Philadelphians with the skills needed for a world-class workforce; address underlying barriers that prevent Philadelphians from accessing meaningful career opportunities; and build a workforce system that is coordinated, innovative, and effective.

Accomplishments: OWD drives improvements to Philadelphia’s workforce system by aligning efforts around shared priorities, advancing innovative solutions to shared challenges, building employer-designed career pathway models, and enhancing coordination across City government and with cross sector partners to increase Philadelphia’s competitiveness for state, federal and private sector investments in workforce development.



myPLACESM learners celebrate earning the Commonwealth Secondary School Diploma.

In FY19, the Office of Adult Education (OAE) became part of OWD. OAE works with community partners and

stakeholders to ensure all Philadelphians have access to high-quality adult education that supports personal and career advancement. This includes managing five myPLACESM Campuses that connect Philadelphians

to adult education opportunities, and KEYSPOTs, a citywide network of 50 free public computer labs that provide residents with access to technology and training.

Since its creation in March 2018, OWD has accomplished the following:

- Advanced City as Model Employer (CME) Pilot Initiative: OWD manages the design and implementation of the CME pilot initiative, which has connected 175 individuals to permanent employment to date. CME is focused on preparing individuals who have barriers to employment for middle-skill positions that are difficult for City departments and private sector employers to fill. OWD has been developing systems and processes to prepare CME participants to qualify for City and private sector positions so that lack of skills and experience is not a barrier to employment; provide job-specific technical training and career readiness instruction to ensure participants qualify for positions and learn how to attain and retain long-term employment; and facilitate job placement to fill vacancies and connect graduates to jobs by ensuring supports exist to transition qualified candidates into permanent positions while also providing City departments and employers with a pipeline of qualified talent.
- Launched the Hospitality Careers Program, in partnership with the Philadelphia Airport: As part of CME, OWD launched a career pathway program that prepares participants with the skills needed to work with the Philadelphia Airport, and to be competitive for comparable positions in the private sector.
- Launched the Greater Philadelphia Technology Partnership: OWD established the Greater Philadelphia Technology Partnership in June 2018 to align economic development, workforce, education, and policy efforts to address the business priorities of tech employers and prepare Philadelphians for economic opportunity. Tech is the fastest growing industry in Philadelphia, with jobs that require more than a high school credential, but less than a four-year degree.
- Launched ApprenticeshipPHL: ApprenticeshipPHL is a regional public-private collaboration driven by Philadelphia Works, Inc. (PWI), OWD, JEVS Human Services and a host of local and regional employer partners, with the overall goal of increasing and aligning Registered Apprenticeship and pre-apprenticeship programs for the benefit of the Greater Philadelphia region.
- Operated five myPLACESM campuses that connect Philadelphians to adult education opportunities: myPLACESM connects 3,500 individuals annually to adult basic and secondary education, English as a Second Language, and career development programs offered through a network of nearly 60 community and education organizations. OAE also offered an online course to help adult learners prepare for entrance exams into employment, training programs, and community college.
- Expanded adult education courses at Community Schools: OAE partnered with the Mayor's Office of Education to provide 14 adult basic education and English-as-a-Second-Language classes for adult learners in 12 Community Schools. Over 200 adult learners were enrolled in the program's pilot phase (March to June 2018), enrollment increased to 245 learners for the fall cycle (September to December 2018), and a third cycle of classes is underway for January to April 2019.



City residents access technology in a KEYSPOt.

- Partnered with Philadelphia Works, Inc. to help individuals with low literacy enter and succeed in vocational skills training: OAE is supporting PWI's efforts to ensure 100% of their vocational skills training providers embed contextualized literacy instruction in their courses. This allows adults with low skills to improve their literacy while simultaneously developing industry-specific skills and content knowledge required for workforce success.
- Increased the capacity of Philadelphia's adult education system: OAE trained 200

volunteer tutors and connected them to community-based adult education programs. Additionally, OAE hosted workshops, stakeholder convenings and professional conferences to support the professional development of adult education practitioners.

- Launched a two-generation digital skills pilot program: Working in collaboration with the School District's Head Start program and three community based child-care centers, OAE coordinated digital literacy training for 32 parents, seven childcare workers and 45 children.
- Grew the KEYSPOts program to expand digital access in low-income communities: OAE manages the citywide network of 50 free public computer labs (KEYSPOTs) that provide residents with access to technology and training. Five new sites in North Philadelphia joined the network.

Plans for Fiscal Years 2020-2024: The Proposed FY20-24 Five Year Plan includes funding to launch a new Office of Career Connected Education in partnership with the School District of Philadelphia. OWD will also invest in the City as Model Employer initiative to provide valuable career opportunities for individuals who have faced barriers to employment, while helping City government build a more diverse and talented workforce. Additionally, funding will be utilized for a TECH Industry Partnership working in partnership with 19 employers to develop a comprehensive, proactive approach for connecting unemployed Philadelphians to the tech industry. Lastly, the Office will work with partners to identify a transparent data system to track workforce development metrics progress across a common set of measures.

OWD plans to focus its workforce development and job readiness efforts through the following initiatives:

- Industry partnership (IP) expansion: OWD will work in partnership with PWI to support the launch and/or expansion of IPs in a minimum of five of the following industries by the end of FY20: Advanced Manufacturing, Construction, Early Childhood Education, Green Stormwater Infrastructure, Healthcare, Hospitality and Entertainment, Information Technology, and Renewable Energy and Energy Efficiency. OWD will continue to engage leaders from business, education, workforce development, and philanthropy to ensure IPs produce measurable impact for employers, job-seekers, and incumbent workers, and a return-on-investment for funders.
- Apprenticeship and pre-apprenticeship expansion: OWD will support the city's growing infrastructure and technical assistance resources to help employers build talent pipelines to middle-skill jobs that pay family-sustaining wages.
- CME expansion: OWD will continue to create viable pathways into city employment and provide support to City departments to implement workforce development best practices, drive quality training improvements, and connect all workforce training programs to permanent job opportunities.
- Workforce Professionals Alliance (WPA): Set to launch in the third quarter of FY19, the WPA is a membership organization focused on driving the quality and impact of workforce development service delivery in Philadelphia. The WPA will focus on achieving three critical outcomes: (1) Facilitating connections among workforce development providers and practitioners for peer learning and sharing of opportunities; (2) Advocating for workforce development providers; and (3) Leading collaborative development of common language, definitions, and standards to assess and enhance quality and efficiency of services to drive impact.
- Model Employer Campaign: Set to launch in spring 2019, the Model Employer Campaign will be a citywide, business-focused initiative to recognize and elevate employers that engage in human resource practices that level the playing field for vulnerable youth and adults in Philadelphia. These include proactive recruitment, retention and promotion practices that result in a more diverse and inclusive workforce while producing a measurable return on investment. An initial cohort of "model employers" will set the standard and spread their strategies to other businesses in Philadelphia. By the close of FY20, OWD plans to develop an ecosystem of 125+ Model Employers by providing 'business to business' technical assistance to expand utilization of best practice strategies.
- Immigrant Workforce Development: OWD, in partnership with OIA and the Commerce Department, will develop a strategy to enhance the skills and remove the barriers immigrants face in attaching to employment and in pursuing entrepreneurship. In partnership with the Welcoming Center for New

Pennsylvanians, and with financial support from PWI, OWD will expand the Immigrant Professionals Fellowship. Immigrant fellows, who are currently placed in subsidized internships in City government, will also have the option of working in the private sector.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Implement and operationalize Fueling Philadelphia’s Talent Engine: A Citywide Workforce Development Strategy. Create viable pathways to permanent employment for individuals with barriers to employment through City as Model Employer. Launch a Model Employer Campaign to recognize and support employers committed to promoting career entry, retention and advancement for individuals who face barriers to employment. Increase the number of learners enrolling in adult education classes after completing the initial intake and assessment process through myPLACESM Campuses. Strive to achieve total KEYSPOD digital literacy training attendance at 1,900, while fostering innovative quality programming. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of individuals who have transitioned from temporary/seasonal work to permanent employment through City as Model Employer ¹	154	20	25	25
Number of employers that have engaged in the Model Employer Campaign ²	N/A	16	50	150
Number of learners enrolling in adult education classes after completing myPLACE SM initial intake and assessment process	2,177	1,155	1,900	2,000
Number of individuals who received digital literacy training through KEYSPOD training programs ³	1,769	N/A	1,900	1,900

¹ The three-year goal for this performance measure is 200 permanent placements. CME realized 154 placements in FY18. The goal for FY19 and for FY20 is 25 placements (an additional 25 each year).

² One hundred and fifty employers will engage in the City’s new Model Employer Campaign designed to advance practices that support career progression and improve business outcomes. OWD was established in February 2018, so this is a new measure for FY19. OWD hopes to achieve 150 by 2020; this is inclusive of the 50 expected in FY19.

³ This is an annual measure, and FY19 data will be available at year-end.



Fans celebrate the Eagles Superbowl win at the victory parade.

OFFICE OF SPECIAL EVENTS (OSE) PROGRAM

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.

Accomplishments: OSE has positioned itself as a vital contributor to Philadelphia's marketing efforts through the promotion of the City's special events industry. OSE has streamlined the special event application intake process, ensuring that stakeholders

from the public and private sectors have a single point-of-contact to guide them through the special event application process. Through the efforts of OSE, the City of Philadelphia has been named a World Festival and Event City by the International Festival & Events Association (IFEA) for five consecutive years since 2014.

In 2018, OSE coordinated services for more than 1,600 events, including the Eagles Super Bowl Parade, Wawa Welcome America, and the Made in America Music Festival. OSE also worked with numerous government agencies and private sector stakeholders to help secure and operationalize the Army Navy Game in Philadelphia, which will serve as host for three of the next four games through 2022.

Plans for Fiscal Years 2020-2024: In the years ahead, OSE will continue to build and enhance strategic partnerships with the region’s hospitality, transportation, and public safety stakeholder organizations. OSE will also continue to expand efforts to train staff in special event best practices and emergency preparedness.

FY20 Strategic Goals			
<ul style="list-style-type: none"> • Implement online payment for application/site fees and reimbursements for City services. • Develop a new special event policy to better manage permitting and delivery of City services. • Revisit special event fee structure to ensure it is in line with other major cities. 			
FY20 Performance Measures			
Measure	CY17 Actual	CY18 Actual	CY19 Target
Number of applications processed ¹	1,608	1,648	1,600

¹ This metric is based on the calendar year, not the fiscal year.

ANIMAL CARE AND CONTROL TEAM (ACCT PHILLY) PROGRAM

As Philadelphia’s largest animal services provider, ACCT Philly’s mission is to provide shelter, care and life-saving efforts for homeless, abandoned, and abused animals and protect the health, safety and welfare of Philadelphians. The organization serves approximately 20,000 animals per year. ACCT is a founding member of the Philadelphia No Kill Coalition and committed to working with the community and partners toward the goal of helping more struggling pet owners keep their pets, as well as finding opportunities for all healthy and treatable animals that enter ACCT’s facility.

Accomplishments: ACCT Philly has helped pet owners, saved lives, and made communities safer over the last year. The live release rate for calendar year 2018 was 85% - the best the organization has seen in its history. As part of Philadelphia’s No Kill Coalition efforts and through funding from PetSmart Charities, a Help Desk was installed at ACCT. This helped to prevent the surrender of more than 750 pets by enabling their owners to get the services they needed to keep their pets.

Other innovative programming continued, aligned with sheltering best practice, at ACCT Philly, including Community Cat Program efforts (which include neutering feral and outdoor cats and finding homes for orphaned kittens), fostering programs, and a partnership with the University of Pennsylvania’s Shelter Medicine program. ACCT’s semi-monthly pet food pantry continued to serve residents in need, and ACCT Philly also answered thousands of service calls for stray, abandoned, and biting dogs, as well as trapped and injured wildlife.

Plans for Fiscal Years 2020-2024: In coordination with the MDO and the Department of Public Property (DPP), ACCT will continue implementing facility improvements, including the adoption center that is set to be constructed and completed in 2019 with the support of a \$1 million grant awarded by the PETCO Foundation. ACCT will also replace its dog kennels with capital funds.

Over the next five years, ACCT will also focus on developing and retaining employees to improve job satisfaction and service delivery, and, with its partners, creating reentry job-training opportunities. With its partners, ACCT will also work within underserved communities to provide more information and services; focus on building operational reserves through increased donor support and fundraising efforts; strive to increase compliance with dog licensing across the city; and swiftly reunite lost pets with their owners.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Increase live release rate to 87%. • Decrease intake through assistance to pet owners. • Increase operational and facility capacity for services and to assure humane standards of care. • Increase donor support and fundraising by 20% over FY19 levels to support “no kill” initiatives. • Develop comprehensive community cat program and perform 20% more Trap-Neuter-Releases than in FY19. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Life-saving rate ¹	84.7%	84.7%	82.0%	87.0%
Number of city dog licenses issued	7,130	3,772	9,000	9,000
Number of spay/neuter surgeries completed ²	8,580	5,026	8,200	8,200

¹ 80% is the industry standard for "good" life-saving performance.

² As intake goes down, ACCT anticipates doing fewer spay and neuter surgeries. ACCT has emphasized life-saving within its current budget, meaning that funds have been reprioritized for that purpose. ACCT performs some in-house surgeries but has shifted some to outside grant-funded providers.

OFFICE OF EMERGENCY MANAGEMENT (OEM) PROGRAM

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 and plan for emergencies and disasters.

Accomplishments: OEM operates a Regional Integration Center (RIC), which maintains a 24/7/365 watch desk that provides real-time updates, alerts, and warning to the entire city. The RIC has expanded its capacity in FY19 to provide a higher level of monitoring and coordination. OEM also maintains four emergency response on-call teams that are available 24/7/365 to respond anywhere within the city to support evacuations, interagency coordination, and executive notifications. Notable responses in 2018 have included major fires in Old City and Overbrook, along with a water main break in Center City in July. OEM continues to coordinate public safety planning and response for large special events and provides public safety logistics support for First Amendment activities. The most notable event in calendar year 2018 was the championship parade for the Philadelphia Eagles, in which OEM helped to successfully coordinate public safety planning and operations for one of the largest events in Philadelphia history with very little preparation time.

In 2018, OEM convened the Emergency Protection of Culture and History Conference (EPOCH), which brought together numerous stakeholders to learn more about emergency planning for cultural institutions; convened several workshops focusing on how the City can improve its planning for disaster recovery; and helped to establish the Greater Philadelphia Long-Term Recovery Committee (GPLTRC) for survivors of Hurricane Maria who have relocated from Puerto Rico to Philadelphia. The GPLTRC is a national model for support to individuals who have been forced to relocate due to a disaster and maintains a network of resources by coordinating the knowledge of various faith-based, non-profit, governmental, business, and other community-focused agencies and organizations. OEM provides technical support to the GPLTRC.

In FY19, OEM assumed a significant coordination role in the Philadelphia Resilience Project, the City’s joint emergency response to the opioid crisis. OEM was tasked by Executive Order 3-18 to “open the Emergency Operations Center and institute a standardized system to manage resources, share information, and organize Philadelphia’s response.” During the first three months of this Executive Order, OEM provided substantial support to more than 35 departments engaged in this effort, resulting in notable progress being made on most of the Resilience Project’s immediate and short-term goals.

Plans for Fiscal Years 2020-2024: In future years, OEM plans to continue focusing on ensuring that Philadelphia is resilient and prepared to handle emergencies, disasters, and emerging threats. This includes developing targeted disaster recovery strategies and programs; continuing to revise evacuation plans; building out logistics capabilities; and expanding preparedness and community engagement initiatives.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Continue efforts to achieve inter-departmental information sharing and situational awareness mechanisms. Build the City's capabilities to restore lifelines and facilitate economic, environmental, and community recovery following a major incident. Increase the level of community preparedness and resiliency to disasters via interactive in-person educational workshops and expansive social media campaigns. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percentage of corrective actions completed or in process of completion within six months ¹	89.5%	N/A	90.0%	90.0%

¹ This is an annual measure, so FY19 data will be available at year-end.

POLICE ADVISORY COMMISSION (PAC) PROGRAM

The Police Advisory Commission (PAC) is the official civilian oversight agency of the Philadelphia Police Department. The PAC is charged with improving the relationship between the Police and the community. The PAC accomplishes this goal by reviewing the policy, practice and custom of the Philadelphia Police Department, by distilling complex issues and by creating opportunity for dialogue.

Accomplishments: In first half of FY19, the PAC submitted five Policy and Practice reports to the Police Commissioner, Managing Director, and Mayor; work that was supported by an investment in additional staff made through the FY19-23 Five Year Plan. In addition, the PAC held 10 public meetings, attended dozens of community events and launched a youth engagement initiative to actively engage young people and the police officers who serve their communities. In addition, while the PAC continues to forward complaints against police to the Police Department, the PAC has also added a constituent services option to all complaints received. In these cases, the PAC creates an opportunity for more immediate and active problems to be solved rather than simply accepting a complaint without helping a person who is in crisis.

Plans for Fiscal Years 2020-2024: In future years, the PAC plans to continue its mission to improve the relationship between the Police and members of the public; will maintain its focus on investigations related to police policy and practice; and plans to create more opportunity for members of the Police Department to communicate more effectively, or otherwise take action to remediate a problem or complaint from the public.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Review Police policy, practice, and customs and issue recommendations. Engage community in an effort to build a positive relationship among the PAC, Police, and the public. Review critical incidents to determine possible improvements for the future. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Public Engagement: number of public meetings, forums, speaking engagements, and any other public actions sponsored or hosted by the PAC	14	10	18	18
Percentage of complaints against police forwarded to the Police Department's Internal Affairs Division (IAD) within 5 business days of receipt ¹	65.6%	83.0%	85.0%	85.0%
Number of policy, practice, or custom review(s)/report(s)/opinion(s) issued by the PAC ²	2	N/A	6	6

¹ This is an internal timeline. The goal is to increase the percentage. IAD can either accept or decline to investigate a complaint received from the PAC. IAD has a 75-day period during which to investigate complaints from the PAC. Upon completion of an IAD investigation, the PAC can audit the IAD investigation.

² This is an annual measure, and FY19 data will be available at year-end.

OFFICE OF VIOLENCE PREVENTION (OVP) PROGRAM

OVP leads the coordination of 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

Accomplishments: Continued the Success of the Youth Violence Reduction Partnership (YVRP): Over 98 percent of the youth assigned to YVRP for intensive community supervision and supports had no involvement with homicides in the city from January 2018 to the end of December 2018, as either a perpetrator or victim. As of December 31, 2018, 657 youth between the ages of 14 to 25 were assigned to YVRP due to their high risk of violence and 402 of those youth were on active supervision in the community. Out of the 402 youth, four were victims of homicides and seven were identified as perpetrators.

Expanded the City’s capacity to prevent and interrupt the cycle of violence in high crime areas: In July 2018, OVP launched the Community Crisis Intervention Program (CCIP), which places credible messengers in communities during non-traditional hours (i.e., 6 PM to 4 AM, Thursday through Sunday) to mediate neighborhood conflicts and defuse tensions before arguments turn violent. In September 2018, the City received a \$500,000 grant from the Commonwealth of Pennsylvania to expand CCIP in neighborhoods most prone to violence.

Developed a comprehensive citywide strategy to reduce shootings and homicides: In response to Mayor Kenney’s call to action to address gun violence as a public health crisis and develop a violence prevention plan, OVP took the lead on facilitating multiple listening sessions and focus groups across the city to gain a better understanding of the needs and impact violence has on residents. OVP also supported the interagency working group tasked with drafting the violence prevention plan, *The Philadelphia Roadmap for Safer Communities*, that was presented to the Mayor in January 2019.

Performed a Review of Community-Based Violence Prevention Programs: In December 2018, OVP released a review of community-based programs that potentially have an impact on community violence and offered recommendations on how the City can further enhance its investment in programs to prevent and reduce violence. OVP identified approximately 40 programs and organizations that represented nearly \$13.3 million in funding the City had allocated for prevention in FY17 and identified that greater investment is needed in programs that serve individuals at the highest risk of violence.

Plans for Fiscal Years 2020-2024: In January 2019, the City of Philadelphia’s Violence Prevention Working Group unveiled *The Philadelphia Roadmap to Safer Communities*, a comprehensive action plan called for by the Mayor to dramatically reduce shootings and homicides in the City over the next five years. OVP will lead the implementation efforts, which will include working in close partnership with law enforcement, public health and other City departments and agencies, as well as stakeholders across the city, to better coordinate and align resources to achieve the goals and objectives in the plan, and to measure the overall impact of the strategy. Recognizing the importance of programs that connect and engage youth, young adults and families impacted by violence in their communities, the Proposed FY20-24 Five Year Plan supports the growth of three initiatives managed by the Office of Violence Prevention – expanding the CCIP and the YVRP into more areas of the city that are impacted by high rates of gun violence; and increasing support for grants for community groups on the front line of neighborhood violence. OVP will continue to engage and build stronger partnerships with members in the community to promote greater support for violence prevention. These efforts will include engaging more members from the faith-based, non-profit, academic, philanthropic and business community.

FY20 Strategic Goals			
<ul style="list-style-type: none"> Implement the short-term strategies called for in <i>The Philadelphia Roadmap for Safer Communities</i> by the end of FY20. 			
FY20 Performance Measures			
Measure	CY17	CY18	CY19 Target
Number of homicides of youth ages 7-24 in each YVRP district overall ¹	61	57	Decrease from prior year

¹Four of the 57 youth homicides (7%) in YVRP districts were YVRP youth.

LEGAL SERVICES PROGRAM

Legal Services encompasses annual contracts that help fund legal representation for individuals who need, but cannot afford, an attorney. The Defender Association of Philadelphia represents approximately 70% of all persons who are arrested in Philadelphia. The Defender also has a unit that handles dependency cases. The Support Center for Child Advocates (SCCA) represents child victims of abuse and neglect, including new dependency cases and in criminal prosecutions of abusers. Community Legal Services (CLS) represents vulnerable populations, including indigent families and seniors, as they seek to access social service programs.

Accomplishments: Legal Services maintains the following annual contracts that help fund legal representation for individuals who need, but who cannot afford, an attorney:

- The Defender Association provided counsel to indigent defendants in approximately 70% of First Judicial District criminal cases and 60% of children in the Family Court’s dependent child division. The Defender provided representation in approximately 35,000 cases.
- The Support Center for Child Advocates (SCCA) coordinates and assists the work of volunteer lawyers who represent children in the Dependency division of Family Court. SCCA’s staff ensures that children are provided with legal representation and comprehensive training for all attorneys who accept counsel appointments to represent abused and neglected children. SCCA represented over 1,100 children this year.
- Community Legal Services (CLS) helped over 10,000 Philadelphians over the last year by fighting consumer fraud and predatory lending; preventing homelessness; ensuring access to healthcare and fair treatment in the workplace; and protecting children, families, and vulnerable adults.

Plans for Fiscal Years 2020-2024: The Proposed FY20-24 Five Year Plan includes \$2.5 million over the life of the Plan to provide continued support to the City’s Eviction Task Force.

These contracted providers will continue to facilitate the provision of legal services in future fiscal years and will continue to play a major role in the criminal justice partners’ MacArthur implementation efforts.

COMMUNITY LIFE IMPROVEMENT PROGRAM (CLIP) PROGRAM

CLIP administers several programs dedicated to improving the appearance of neighborhoods through the eradication of blight. These programs are designed to maximize effectiveness and efficiency by creating partnerships with residents and businesses to foster sustainable communities.

Accomplishments: CLIP continues to eradicate blight at an aggressive pace. During the first half of FY19, CLIP’s Graffiti Abatement Teams removed graffiti from more than 63,000 properties and street fixtures and expects to clean a total of 125,000 by fiscal year-end. CLIP’s Community Service Program, which provides non-violent adult offenders an opportunity to complete their mandated community service hours by cleaning and beautifying the city, was responsible for over 1,500 community cleanups with 310 participants in the first half of FY19. The Community Partnership Program, which offers tools and supplies to volunteers who are cleaning up their neighborhoods, has lent more than 2,500 pieces of equipment to more than 280 groups thus far in FY19 and expects to supply a total of 575 organizations by the end of

FY19. CLIP also coordinated the removal of 29 hazardous trees in the first half of FY19 and expects to complete an additional 50 removals during the second half of FY19.

The Vacant Lot Program, which is responsible for the inspection, enforcement and abatement of private and public vacant lots citywide, has inspected more than 13,600 vacant lots, has abated more than 6,300 of them thus far in FY19, and expects to exceed its goal of cleaning a total of 12,000 vacant lots by the end of the year. Thirty-five percent of vacant lots were brought into compliance by the owner after receiving a violation notice and an additional 13,215 parcels were being maintained in the first half of FY19. Tracking down the owners of vacant lots to bring them into compliance is often a challenge, as the owner's address is frequently the same as the vacant lot.

The Exterior Property Maintenance Program (EXPO) boasts a 63% compliance rate among property owners in the Northwest and Northeast Philadelphia after they receive a property maintenance violation. CLIP EXPO has inspected more than 9,600 properties and abated more than 2,100 nuisance properties in the first half of FY19 and expects to clean an additional 2,200 nuisance properties by the end of the fiscal year.



CLIP crews clean graffiti (left) and abate a vacant lot (right).

In addition to the activities mentioned above, CLIP is a key partner of the Philadelphia Resilience Project and its efforts to combat the opioid crisis and its effects in Kensington. Since November 2018, CLIP has been credited with more than 6,700 graffiti removals, 480 vacant lots cleaned and 524 community service cleanup projects completed in the target area. Fifty-nine community groups were also issued cleanup supplies through CLIP's Community Partnership Program. CLIP also supported two large-scale community clean-ups in the target area with the help of 435 volunteers and various City departments and non-profits. CLIP will continue to be active in the Resilience Project throughout FY19.

CLIP proudly employs a diverse workforce and provides employment opportunities for people in need of second chances: 66% of its workforce are minorities, and 32% of its employees are returning citizens.

Plans for Fiscal Years 2020-2024: CLIP will continue to maintain its efficient, quality service delivery; participate in the Zero Waste and Litter Cabinet, by serving on committees and working to support clean-up efforts; and develop strategies to further reduce blight and enhance cleanliness citywide.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Engage more residents to become involved in community clean-ups to eradicate blight throughout the city. 				
FY20 Performance Measures				
Measure ¹	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Graffiti abatement: properties and street fixtures cleaned	133,099	63,309	125,000	125,000
Community Partnership Program: groups that received supplies	701	284	575	575
Community Service Program: citywide cleanup projects completed ²	2,617	1,548	2,000	2,750
Vacant Lot Program: vacant lot abatements	12,508	6,305	12,000	13,000
Vacant Lot Program: vacant lot compliance rate ³	31.5%	36.0%	25.0%	30.0%
Community Life Improvement: exterior property maintenance violations ⁴	12,245	7,579	11,000	13,000
Community Life Improvement: exterior property maintenance compliance rate ⁵	62.2%	63.0%	60.0%	60.0%
Graffiti removal tickets closed within service level agreement of seven days	91.2%	95.0%	≥ 91.2%	≥ 91.0%
Number of nuisance properties and vacant lots abated	16,539	8,096	≥ 16,539	≥ 16,500

¹ FY19 targets are lower than FY18 year-end figures due to redeployment of resources to meet additional demands for special clean-ups in areas impacted by opioids.

² Employees have been moved into the Community Service Program to assist residents with community clean-ups, resulting in a relatively high number of completed projects compared to the prior year.

³ 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 CLIP's system are the actual vacant lot addresses, meaning that there are no owners on record.

⁴ The FY19 target is based on three-year historical data.

⁵ 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. CLIP is unlikely to reach the compliance rate as it moves into new sections of the city where owners are not familiar with CLIP's timeframe for addressing property violations.

PHILLY311 PROGRAM

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.

Accomplishments: In December 2018, Philly311 celebrated its 10-year anniversary, having fielded nearly 10 million calls since its inception. Philly311 continues to focus on enhancing the customer experience by increasing the system's Net Promoter Score and reducing the percentage of users who are considered "service detractors" (meaning that they are unlikely to recommend 311 services). Philly311 continues to focus on efficiency by introducing improved web and mobile applications that are expected to increase the percentage of service requests (currently 44.5%) submitted electronically.

Philly311 is also playing a supporting role with the Philadelphia Resilience Project, handling customer concerns in the Kensington and Fairhill neighborhoods. Philly311 also supports other departments, such as the Departments of Licenses + Inspections and Revenue, providing customer service resources to help departments streamline the inquiries that they receive from the public.

Plans for Fiscal Years 2020-2024: In future years, the Philly311 team will continue to focus on enhancing the customer experience for clients of City government. A new mobile application will be launched and other technological upgrades will be made to improve efficiency. Philly311 will also continue to pursue additional opportunities to work closely with departments to support their ability to serve the public.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Maintain a Net Promoter Score (NPS) that consistently meets or exceeds 10. • Implement new web and mobile applications to raise usage levels above 50% of all service requests. • Work closely with departments to enhance their customer service abilities and improve response to service requests. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percent of calls answered within 20 seconds ¹	50.8%	55.0%	50.0%	50.0%
Percent of 311 NPS survey respondents who are "service detractors" ²	31.8%	41.0%	< 50.0%	< 50.0%
Percent of residents who utilize mobile and web applications to contact 311 ³	41.8%	44.5%	45.0%	45.0%
Average score for tickets and phone calls monitored by 311 supervisors ⁴	86.0%	86.9%	86.0%	86.0%

¹ 311 is averaging six callouts per day and is currently reviewing attendance policies. At mid-year, 311 is in its low call volume season. 311 accepts L&I eCLIPSE calls which have increased the wait time, due to the complexity of the calls. 311 is in the process of setting up an L&I pod with 6 designated agents to handle these complex calls and hopefully alleviate long wait times.

² "Service detractors" fall somewhere between 0 and 6 on a 10-point scale of "How likely are you to recommend Philly311 to a friend or colleague?" This score has increased due to complex L&I eCLIPSE calls.

³ This measure refers to the number of contacts using mobile and web applications to contact 311. 311 expects that the percentage will continue to increase over the remainder of FY19 to meet the target.

⁴ Agents are scored on a six-point scale and are graded by pass/fail. Supervisors monitor two calls per week, and 311's Quality Assurance Associate continues to create new quality components to assess quality. This average is based off the quality of tickets submitted within 311's system by an agent. Accuracy of information and customer service is also measured.

OFFICE OF IMMIGRANT AFFAIRS (OIA) PROGRAM

OIA promotes the well-being of Philadelphia's immigrant communities by developing and recommending 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.

Accomplishments: Policies and Programs: OIA led the Administration's response to federal changes to the public charge rule, making Philadelphia the first city in the country to challenge the change. Under longstanding policy, "public charge" is defined as someone who is primarily dependent on the government for subsistence. Federal immigration officials make decisions about who is likely to become a public charge. Some immigrants can be denied admission to the U.S. or have their application for lawful permanent residency (green card) rejected if federal immigration officials find that they are likely to become a public charge. The Trump Administration published a proposal that would change longstanding public charge policies and result in drastic reductions to legal immigration to the U.S, destabilize families by denying green cards to parents of U.S. citizen children, and create fear and confusion that could cause hard-working immigrant families to avoid accessing health care, housing and food assistance – putting the well-being of millions at risk.

OIA also worked closely with the Law Department on the lawsuit to protect Philadelphia's Welcoming City Policies (*Philadelphia v. Sessions*) as well as helped to collect Philadelphia-specific information to be used in amicus briefs to support lawsuits around the travel ban, the 2020 Census, and the Deferred Action for Childhood Arrivals (DACA) program. In November 2018, in partnership with the Law Department and University of Pennsylvania's Perry World House, OIA hosted counterpart directors and solicitors who work in immigrant affairs from more than a dozen cities across the country to share best practices in immigration policy. OIA continues to support free citizenship and refugee adjustment-of status clinics and supports the development of the City's Municipal ID program regulations.

Language Access: OIA works to ensure that City government is fully accessible to individuals who have limited English proficiency. As of February 2019, 42 language access plans for City departments have been implemented and posted online, and every City department, office, board, and commission under the

Mayor’s Administration has been set up to provide language services. Across the City, utilization of interpretation and document translation services increases each year. OIA has also trained more than 1,000 employees from more than 30 departments on language access, and developed a new language access “I Speak” card that will allow limited-English-proficiency (LEP) populations to learn more about their right to access services in their respective language(s). The updated card was redesigned to be more user-friendly and includes a tear-off section at the bottom that LEP residents can carry with them to communicate their need for language services.

Economic Development: In May 2018, OIA launched a Workers Academy program to offer a series of trainings pertaining to workers’ rights set in the community in partnership with different organizations. In addition to making training more accessible to the public, the program helps bring service providers to people who might have a difficult time accessing resources otherwise. OIA also continues to collaborate with the Commerce Department and other key partners to host Immigrant Business Week to promote and highlight the economic impact of immigrants on the city and country.

Cultural Programming and Outreach: OIA celebrates the city’s cultural diversity through programming such as flag-raising, Immigrant Heritage Month, the Unity Cup soccer tournament, and Welcoming Week. OIA has continued to publish relevant immigrant affairs content on its blog and social media accounts, and has organized quarterly convenings and outreach meetings with stakeholders and community partners to discuss issues relevant to immigrant communities.

Plans for Fiscal Years 2020-2024: OIA will continue to coordinate the City’s response to actions that affect immigrant communities by publishing resources containing accurate and trustworthy information and supporting Law and the Mayor’s Office in responding to federal actions that threaten the City’s welcoming policies and immigrant communities. OIA will also continue to support immigrant communities by strengthening departmental language access, supporting the completion of citizenship and refugee adjustment-of-status applications, and assisting immigrant workers and employers through workshops about their rights and how to access city services. Lastly, OIA will continue to highlight the economic contributions of immigrant communities, celebrate the city’s diversity through yearlong cultural programming; and ensure that there is appropriate outreach to all partners and communities.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Improve language access services throughout City government. • Expand programming aimed at providing individuals with the ability to apply for citizenship status. • Expand programming aimed at providing immigrant workers and employers with rights and resources. • Enhance programming highlighting the contributions of immigrants to Philadelphia’s economy and cultural heritage. • Enhance outreach and engagement to non-profit and community partners. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of translated documents	652	395	675	750
Number of LEP transactions	45,886	26,607	50,000	55,000

TOWN WATCH INTEGRATED SERVICES (TWIS) PROGRAM

TWIS assists residents in addressing quality-of-life issues through community policing and participation. TWIS trains volunteers to patrol, observe, document, and report suspicious activity in their neighborhoods. Volunteers support safe corridors, town watch street patrol, crime prevention education, and community beautification projects.

Accomplishments: TWIS continues to support Town Watch groups and safe corridors in all 21 police districts. TWIS participates in neighborhood coalitions throughout the city that are working to reduce violence and improve the quality of life. Across the city, there are 763 Town Watch groups and 8,374 members.

In the last year, TWIS helped support and facilitate the establishment of 103 new community-based Town Watch groups, which included 933 new Town Watch members; implemented monthly public safety meetings in Northwest Division in response to issues resulting in violence in and around schools; and, as an active participant in the Philadelphia Resilience Project, worked with the School District of Philadelphia to establish and maintain safe corridor routes to Kensington-area elementary schools.

Plans for Fiscal Years 2020-2024: In future years, TWIS will help to implement the strategies recommended in the Philadelphia Roadmap for Safer Communities; continue to expand its drive for community volunteers to implement and sustain safe corridors throughout areas of the city where the need is greatest; and continue to engage communities and neighborhoods to participate in neighborhood development, community policing, and participation in programs to reduce violence and crime.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Continue to establish safe corridors to include all Kensington-area schools as part of the Philadelphia Resilience Project. • Maintain safe corridors to schools throughout the City by recruiting community members to be volunteers. • Increase neighborhood volunteer participation in Town Watch groups and safe corridors to schools. • Provide support for neighborhoods to engage in neighborhood policing and addressing quality-of-life issues. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Average Weighted Community Engagement Score across the 5 PSAs ¹	5.6	6.3	6.2	7.0
Total membership in the five PSAs ²	834	293	917 (10% increase from FY18)	1,009 (10% increase from FY19)

¹ Methodology: Activate Town Watch Group: 3 points; Crime Rates Reduced 6 months after Town Watch process starts: 4 points; Community/TWIS events: 3 points.

² TWIS anticipates that membership will increase during the second half of FY19 to meet the target.

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.

MAYOR, CHIEF OF STAFF, AND EXECUTIVE OFFICE PROGRAM

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.

Accomplishments: In FY19, the Mayor’s Office continued to lead the Administration in implementing the Mayor’s priorities, ensuring that cabinets and departments met major goals and benchmarks and worked collaboratively to advance the Mayor’s priorities around education, economic opportunity, public safety, efficiency and integrity, and diversity and inclusion. The Office also worked with Cabinet members to set timelines for major policy changes and implementation of initiatives so that departments had a clear sense of the activities and priorities of the Administration.

In FY19, the Mayor’s Office continued its work to ensure a smooth transition of the School District of Philadelphia to a new locally-appointed School Board by working closely with District leadership on both governance and strategic initiatives to improve the quality of schools in Philadelphia. In addition, the Mayor’s Office worked closely with members of City Council to advance important pieces of legislation, such as funding for affordable housing and increasing the minimum wage for City employees, contractors, and subcontractors. The Mayor’s Office has also worked to coordinate strategic initiatives throughout the government so that they are aligned to key Administration goals and that their progress is reported regularly to the Mayor and the residents of the city.

Plans for Fiscal Years 2020-2024: The Mayor’s Office will continue to lead the Administration in implementing the Mayor’s priorities and will ensure that information is communicated appropriately at the cabinet level, department leadership level, and to department staff through a variety of communications methods. The Office will also continue to focus on overseeing an efficient scheduling operation to ensure the Mayor’s time is spent effectively with City leadership, elected officials, residents in all communities, and representing the City’s interests statewide and nationally.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Ensure cabinet members and departmental leadership work to inform goal-setting and priorities for the Administration through regular communication and planning with the Mayor and Chief of Staff. • Improve interdepartmental coordination by providing regular opportunities to share information across the Administration at departmental leadership meetings, through individual meetings, and by cascading information down through departments. • Continue to provide meaningful opportunities for all Philadelphians to interact with the Mayor and his Administration. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Average response time to scheduling requests (days) ¹	5.7	6.4	10.0	10.0

¹ The target is set to 10 days, following staffing adjustments in FY18 and FY19.

POLICY, LEGISLATION, AND INTERGOVERNMENTAL AFFAIRS PROGRAM

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.

Accomplishments: Since February 2017, the Mayor's Office has led GovLabPHL, a multi-agency team centered on embedding evidence-based and data-driven practices into City programs and services through cross-sector collaboration. GovLabPHL has three streams of work: 1) creating learning opportunities for City employees; 2) piloting innovative programs and prototypes; and 3) ensuring that information about new initiatives and best practices is accessible to the public. GovLabPHL also manages



Mayor Kenney kicks off first major Kensington cleanup of the Philadelphia Resilience Project, the City's emergency response to combat the opioid crisis.

the Philadelphia Behavioral Science Initiative, which ensures City programs and services are effective and efficient by using evaluations based on the latest behavioral science research. To date, GovlabPHL has completed six research pilots, and has 10 pilot studies currently in progress. Pilots have included: altering email messages to encourage City employees to participate in the FY19 ethics survey; sending reminders to encourage online license registrants to renew their licenses; testing a notice when residents in the Owner-Occupied Payment Agreement (OOPA) program missed payments to encourage them to continue with their agreements; and adding additional trash receptacles to reduce litter. A report summarizing GovLabPHL's accomplishments will be published in FY20.

In FY19, this office led the City's participation in the Bloomberg Mayor's Challenge, resulting in an award of \$1 million to develop the Juvenile Justice Hub. The Hub is a trauma-informed and child-centered alternative to Philadelphia's current juvenile arrest process. In the future, officers will transport arrested youth to the Hub and return quickly to patrol. Trauma-trained Hub staff, skilled in adolescent development and de-escalation, will contact caregivers and conduct a preliminary needs assessment for youth, reducing the need for restraints and force, and removing the trauma from the arrest process. The Hub will identify youth for diversion immediately after arrest, assess the needs of diverted youth, link children and families to service providers and follow up on referrals, and create alternatives to post-arrest holding for low-risk youth.

Over the past year, the Mayor's Office has also continued to take an active role in the development of legislation that connects the Administration's priorities with those of City Council to enable the best outcomes for all Philadelphians. Additionally, in the first half of FY19, the Mayor's Office issued two

Executive Orders covering the critical topics of the Opioid Emergency Response and mandatory sexual harassment prevention training for all City employees.

The Mayor’s Office continues to engage state and federal lobbyists to advance and protect the City’s interests at the state and federal level and adapt to challenges presented at both levels. The lobbyists have helped craft and execute a strategy to advance and protect the City’s interests in regard to immigration policy, civil rights, healthcare policy, affordable housing funding, education, and social services funding. Additionally, the Mayor’s Office works closely with partners at the state and federal level to monitor and shape legislation that will impact the City of Philadelphia, ensuring positive outcomes for Philadelphians.

Plans for Fiscal Years 2020-2024: This office will continue to work with the Mayor, Cabinet members, and department heads to establish and implement legislative and policy priorities. The Mayor’s Office will also continue to partner with City Council to better coordinate the legislative process, ensuring that critical issues are given the necessary support to pass effective legislation and implement best practices. The Office will work to ensure that the City maintains productive working relationships with representatives at the local, state, and federal levels to advance the priorities of the Administration and represent the interests of the people of Philadelphia.

Through the work of the policy team, GovLabPHL will continue to develop innovative, data-driven and evidence-based practices to address common municipal challenges. Additional pilot projects will be rolled out using behavioral economics, service design, and trauma-informed care. In implementing these projects, GovLabPHL will continue to encourage collaboration across departments and academia. GovLabPHL will also work to further disseminate its findings through the creation and publication of toolkits, available within the City and to the public, increased utilization of social media platforms, and the publication of quarterly blogs.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • 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. • Complete existing pilot projects that utilize behavioral insights through GovLabPHL in collaboration with several City agencies and academic partners. • Engage City employees on the practical value of using evidence and data through the PHL Government Book Club, Author Talk events, annual conference, and other employee-centered events. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Administration-wide policy meetings ¹	3	2	6	6
Number of external partnerships ²	25	N/A	25	25

¹ These are bi-monthly meetings to provide professional development and trainings, and to encourage cross-departmental collaboration.

² This is an annual measure, and FY19 data will be available at year-end. External partnerships are defined as partnerships with academic institutions, quasi-city agencies, or non-profit organizations that are engaged with the City to design and implement research.

COMMUNICATIONS AND DIGITAL PROGRAM

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.

Accomplishments: In FY19, the Mayor’s Office remained focused on streamlining citywide communications processes to improve the quality and reach of departmental communications. The Office worked with communications and digital staff across all City departments to address needs, identify efficiencies, and build the capacity of communications teams. Additionally, the Office continued to host a monthly professional development convening for all City digital communications staff. The Office also compiled new digital resources like outdoor advertising and online message boards that departments can access for free or low-cost to promote City programs and services. The Office also supported City departments in working with the Office of Open Data and Digital Transformation to establish or bolster their web presence on phila.gov.

To ensure communication with Philadelphians is possible through multiple channels, the Office worked to expand the City’s social media reach. This has resulted in increased followers across multiple social media platforms. For example, between November 2017 and November 2018, the City and Mayor’s social media accounts have increased their audience, ensuring more Philadelphians have easy access to important information: the City’s Facebook audience increased by 13% (3,334 new followers); the City’s Twitter followers increased by 15% (40,568 new followers); the Mayor’s Twitter followers increased by 33% (14,288 new followers) and the Mayor’s Facebook followers increased by 15% (2,413 new followers).

Additionally, the Mayor’s Office strengthened its use of email communications to both internal and external audiences. It used the weekly citywide employee newsletter to better disseminate information about Administration priorities, training opportunities, and professional development opportunities to all executive branch employees, and it used the Mayor’s e-mail list to distribute regular updates to constituents.

Plans for Fiscal Years 2020-2024: The Office will continue to improve the knowledge and expertise of departmental staff by providing trainings, professional development opportunities, and direct feedback. Additionally, the Office will work to improve cross-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. 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.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Strengthen communications and digital training, resources and coordination for all City department communications and digital staff. Improve citywide digital content on social media channels and in email programs through centralized support, creation and use of standardized materials and resources. Implement a standardized hiring, orientation, and onboarding program to recruit high-quality communications professionals into City government and train them for success. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Compliance with digital reporting metrics ¹	70.3%	56.0%	80.0%	80.0%
Followers across @PhiladelphiaGov and @PhillyMayor social media platforms	426,987	436,535	10% increase from prior year	15% increase from prior year
Average response time to constituent inquiries (days)	8.1	2.6	10.0	9.0

¹ Compliance is defined as reporting metrics to the digital director by various department social media leads each month. Without this information, the program cannot track other measures (such as overall reach of digital content).

PUBLIC ENGAGEMENT PROGRAM

The Office of Public Engagement (OPE) strategically engages the many diverse communities across Philadelphia to increase residents' knowledge of key Kenney Administration initiatives and gathers feedback and perceptions about how the government and these initiatives can best serve our communities. OPE does this by collecting and tracking data, employing quality engagement methods, and ensuring culturally competent and inclusive practices. Through partnership with the Mayor's public engagement commissions, this office strengthens trust and supports collaboration between community and City government. This office also provides for departments' creation and execution of community engagement plans.

Accomplishments: In FY19, the Office has welcomed new leadership and has integrated the staff and operations of the Office of Civic Engagement and Volunteer Services (OCEVS). With the support of the Office of Data and Digital Transformation (ODDT), OPE has transitioned all its website content to the updated phila.gov site.

OPE has increased the flow of information about the Mayor's priorities, policies and initiatives to the Commissions via weekly updates that are relevant and shareable to the communities the Commissions represent. OPE has also facilitated more opportunities for the Mayor's Advisory Commissions to collaborate, notably by hosting the first-ever Commissions Convening that welcomed members from seven advisory commissions for a day of information sessions, team building exercises and networking. This convening led to further engagements with the Philadelphia Global Identity project as the Commissions participated in focus groups, providing valuable insight and experiences to inform a brand identity for the City. The Office has also worked with the Office of City Representative and the Department of Parks and Recreation to produce and host holiday lightings on Boathouse Row for Hanukkah and Kwanzaa.

The Office of Engagement for Women (OEW) and the Philadelphia Commission for Women hosted an array of public programming and conversations in communities throughout the city around maternal and infant mortality, fair work week, equal pay, and sexual violence, among other topics. OEW and the Commission released its second annual State of Women and Girls Report and coordinated its release around advocacy for the "Dignity Act," as the report featured the article "Women's Bill of Rights: A Blueprint for Keeping Women Free." The "Dignity Act for Incarcerated Women" is a state-by-state initiative to improve conditions for incarcerated women.

The Office of Youth Engagement (OYE) hosted a #PHLYouthTalks with the Philadelphia Youth Commission that focused on violence in Philadelphia. This forum welcomed students, parents, educators, community residents, advocates, City officials and police, in a focused discussion about the impacts of violence on youth and how youth can support the City's violence prevention efforts. The Philadelphia Youth Commission again launched its Fun Safe Philly Summer initiative, hosting Playstreet Book Club, a summer reading program which provided 3,500 Philadelphia children with free take-home books. OYE also supported the successful production of the Millennial Advisory Committee's first-annual Philadelphia Millennial Forum, where over 100 millennials from across the city participated in a day of workshops and discussions about personal finance, criminal justice, and neighborhood improvement.

The Office of Black Male Engagement (OBME) continued to host monthly Community Conversations as a part of the My Brother's Keeper Initiative. OBME has also produced a Spotlight Video Series and Guide, a magazine that features black and brown leaders across the city. The Spotlight guide and series will be distributed via social media, digital outreach and hard copies with key stakeholders including the School District of Philadelphia and Community College of Philadelphia.

In FY19, OCEVS increased the number of Americorps VISTAs in City government by 45% to 35 members, which includes a contingent dedicated to serving the mission areas for the Philadelphia Resilience Project, the City's opioid emergency response. OCEVS launched the Mayor's Volunteer Corps which is currently engaging 271 people in service aligned with key Administration priorities.

OCEVS continues to convene key stakeholder groups within the City and externally to support collaborative work related to service and civic engagement. OCEVS has become a trusted source for engagement best practices, evaluation of data and outcomes and collaborative work within the city as the convener of the Citywide Engagement initiative. Monthly, this initiative convenes engagement and outreach staff members from departments across the city to share current projects and learn best practices for effective engagement. The Office hired a Citywide Engagement Manager to further lead these efforts.

OCEVS also hosted the first annual Volunteer Engagement Collaborative Summit, an event to convene non-profits that utilize volunteers to help achieve their organization's mission. Through this summit, OCEVS create a shared space for non-profits to network, engage in conversations concerning volunteer engagement strategies, and hear success stories from fellow non-profits.

Plans for Fiscal Years 2020-2024: OPE will continue to manage a data-informed, coordinated, quality engagement strategy for all OPE offices and commissions to ensure that public engagement reaches all communities. The Office will launch a newsletter to be sent to over 1,000 contacts monthly and will grow this audience over the next five years. OPE will host annual Commissions Convenings and facilitate additional opportunities for Commissions to work together and with the Mayor's Office and Administration on key initiatives. The Office will continue to produce impactful and relevant public programming and partner with community organizations and stakeholders to strategically partner and co-produce programming and events that are relevant to community concerns and aligned with Administration priorities and initiatives.

The Office will employ more survey methods more consistently to gather feedback from commissions and communities to ensure information provided is relevant and useful and to ascertain if communities are utilizing certain City programs and resources. With the addition of a citywide engagement manager, the Office will conduct an interdepartmental survey of engagement activity in FY20 to further tailor internal trainings in engagement methods and build more departmental participation in ongoing engagement tracking. The Office will continue to engage with members of the Mayor's Volunteer Corps, and, when possible, utilize the corps for projects and activities that support Administration priorities and Departmental initiatives.

FY20 Strategic Goals

- Increase the number of people engaged in meaningful civic engagement activities and programs, commissions' public meetings, including large-scale summits; community conversations; and other informational meetings.
- Work strategically with both external and internal partners on affinity activities and programs to ensure a broad and diverse reach.
- Develop meaningful opportunities for interaction between and among City departments, agencies, and offices with public commission members and create formalized process to regularly gather commission feedback and policy recommendations for City leadership.
- Publish annual reports for commissions and produce quarterly updates to directories for the communities represented by the commissions.
- Map engagement efforts across City departments and provide internal support to maximize impact and reduce duplication.
- Provide trainings to City departments and community members to encourage collaboration and use of engagement tools and best practices, specifically driving widespread use of engagement data collection technology.
- Launch a newsletter and additional social media properties for OPE.

FY20 Performance Measures

Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of participants in commission meetings, events, and community conversations ¹	N/A	663	2,000	2,000
Number of public commission meetings and community conversations per year ²	28	16	30	30
Service hours ³	148,212	69,786	147,230	148,212
Civic engagement hours ⁴	6,066	4,112	5,954	6,200

¹ This is a new measure for FY19, so prior-year data is not available.

² Thanks to a new software program, the program can track unique participants at various events.

³ Service hours are when people are doing direct service work in their community. This includes participating in an OST program or a community clean-up, or painting in a recreation center or school. OCEVS' largest program runs during the school year, so there is a lot of down time in the first quarter. Service hours tend to spike in the spring months.

⁴ Civic engagement hours are when people participate in a community meeting, register people to vote, attend education sessions offered by OCEVS, or attend planning meetings. These programs run in schools, primarily.

DIVERSITY AND INCLUSION PROGRAM

The Office of Diversity and Inclusion (ODI) advances the Mayor's commitment to promoting diversity and inclusion both across City government and citywide. ODI works to ensure that local government is a strong, vibrant model of fairness for Philadelphia's diverse communities, and focuses on weaving equity into all City programs. The office analyzes the City's workforce, developing strategies to close disparities among different races, between gender identities, and wherever barriers for employee success might exist. Additionally, the office partners with the Office of Economic Opportunity (OEO) and the City Treasurer's Office (CTO) to identify and, when possible, address disparities in City contracting and local banking practices. ODI also includes the Office of LGBT Affairs and the Mayor's Office for People with Disabilities.

Accomplishments: The Office produces an annual Workforce Diversity Profile Report. The latest report, which is for FY18 and was released in January 2019, showed a 2% increase in the diversity of the exempt workforce from FY16 to FY18 over the past two years. Over the past year, ODI has continued to work with City departments to find opportunities to diversify the City's workforce through workforce succession planning and frequent meetings to discuss inclusion and retention efforts. In addition to workforce planning and continuing to work with departments on recruitment of diverse candidates, ODI also worked with the CAO to identify salary disparities within the government, and then worked with each department to create a plan to address disparities among existing employees.

ODI has also continued to train City agencies on bias and inclusiveness and has trained departments on LGBTQ competency and compliance with Title II of the Americans with Disabilities Act (ADA). In FY19, over 1,000 employees were trained. As a continuation of the Racial Equity Here Grant, ODI and the Office of Human Resources have begun to analyze the Civil Service Workforce to identify potential areas for bias in the hiring process of three positions. The results of these studies will be used to find trends in the Civil Service hiring process, and hopefully to address long-term disparities in positions where there appear to be barriers for people of color.

As part of the Office's efforts to make the City of Philadelphia a more inclusive place to work, ODI also rolled out City Resource Groups (CRGs). CRGs are employee resource groups for City employees, where employees who identify as or are allies of certain communities can discuss and create programming to make the City a more inclusive place to work for underrepresented communities.

As part of last year's expansion to the Mayor's Office for People with Disabilities, ODI contracted with an outside entity to begin an ADA study to assess the City's compliance with Title II of the ADA. While the study is still in progress, the completion of Phase I identified several ways in which the City can better serve people with disabilities, and various policies have been developed and rolled out as a result.

The Office of LGBT Affairs has continued to make progress for the LGBTQ+ community, and this year the Office held various legal clinics to help community members expunge criminal records and create advanced planning documents, hosted multiple events to recruit foster parents to give LGBTQ+ youth loving and affirming homes, and created an LGBTQ+ leadership pipeline, which develops 20 fellows to become members of local non-profit boards.

Plans for Fiscal Years 2020-2024: The Proposed Five Year Plan adds funding to the Mayor's Office to continue work on the ADA Accessibility Study. This study will include surveying over 600 city structures for compliance with the ADA. Additionally, city policies will be updated to better comply with the ADA and make Philadelphia a better place for people with disabilities. The Office will also complete all four phases of the ADA study by 2024, and will create a transition plan that will guide the City in its efforts to be compliant with Title II of the ADA around policies, procedures, and with City buildings. ODI will continue work to make the City's workforce reflect the diversity of the City by providing resources around recruitment and workforce planning to City departments. ODI will continue working collaboratively with OEO and the CTO. The Office will also work to make the City a more inclusive place to work by expanding training to additional employees around bias, LGBTQ+ competency, disability competency, and ADA compliance, and also by giving employees a chance to provide feedback through City Resource Groups.

ODI will work to better leverage the convening power of the Mayor's Office by consistently meeting with the newly formed Diversity Advisory Council, which is comprised of thought leaders around diversity and inclusion, and by using the existing structures of the Mayor's Commission on People with Disabilities and the Mayor's Commission on LGBT Affairs. These outward-facing offices will continue to host community conversations around relevant issues facing their constituencies, and will publish and update resource guides for issues that their communities commonly face.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Monitor and forecast the diversity of the exempt workforce to internal and external stakeholders. • Establish the City of Philadelphia as an inclusive, equitable workplace. • Collaborate with OEO in promoting and enhancing the availability of contracting opportunities for Minority-, Women-, and Disabled-Owned Business Enterprises (M/W/DSBEs) firms, and collaborate with the CTO in monitoring the lending practices of City depositories. • Provide meaningful opportunities for community members to engage with and provide feedback to the Mayor’s Commission on LGBT Affairs and the Mayor’s Commission for People with Disabilities. • Establish processes and policies to enhance the City’s compliance with Title II of the ADA. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Internal meetings convened by the Mayor's Commission on People with Disabilities	6	4	6	6
Meetings convened by the Commission on LGBT Affairs	12	6	12	12
Department diversity and inclusion trainings held	25	9	24	24
Department workforce review meetings ¹	81	32	70	60

¹ The workforce review meetings were reduced because many smaller departments had few or no changes during a 90-day period and, thus, quarterly meetings were generally not meaningful. Accordingly, the program amended the schedule so that some check-ins are quarterly and other check-ins are on a four-month or six-month basis. Thus, the FY19 and FY20 targets are lower than the FY18 year-end figure.

INTEGRITY OFFICE PROGRAM

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.

Accomplishments: Throughout FY18, the Integrity Office participated in a task force to review existing sexual harassment prevention policies. The result, in the first quarter of FY19, was the enactment of an Executive Order that provides a strengthened framework for reporting, reviewing and investigating complaints of sexual harassment, and for mandatory training. The office continued to provide ethics guidance to City employees, vendors and the public, responding to 1,001 inquiries in FY18, 33% of which pertained to the acceptance of gifts and 31% of which related to financial disclosure requirements. The Integrity Office hosted Integrity Week 2018, during which over 250 City employees and residents attended trainings and programs to build awareness of ethics and integrity in City government, including a Twitter chat; a discussion of Open Government in the Digital Age; and a public forum featuring Terry Mutchler, the first Executive Director of Pennsylvania’s Open Records office under Governor Ed Rendell. Additionally, in furtherance of its mission to ensure the integrity of the City’s contracting and procurement processes, the Office provided oversight and guidance on ethics-related aspects of the City’s Rebuild and PHLpreK initiatives and Philadelphia Code Chapter 17-1400 compliance matters. The office also facilitated the public posting of annual Financial Disclosure Statements of top Kenney Administration officials and members of Boards and Commissions that exercise significant governmental power, including, for the first time, members of the new Philadelphia Board of Education. Finally, the office participated as panel members and presenters during the fortieth conference of the Council on Governmental Ethics Laws (COGEL), which convened in Philadelphia in December 2018.

Plans for Fiscal Years 2020-2024: The office will continue its primary focus to serve as an advisor to the Mayor, employees within the Executive Branch, members of Boards and Commissions, vendors and the public about laws, policies, regulations, and Executive Orders related to integrity, transparency and accountability. This will be accomplished through written and oral communications, social media outreach,

additional Executive Orders and internal and external trainings. Through its membership in COGEL, the office will keep up-to-date on best practices in other federal, state and local governmental agencies, with an eye towards possible implementation in Philadelphia. Bi-annual Employee Ethics Surveys will be taken in FY21 and FY23 to gauge employees' knowledge of the City's ethics policies and the resources available to answer questions and report complaints, as well as to assess their overall satisfaction with the City's ethical culture. The office will continue to monitor, review, investigate, and, if necessary, create or recommend policies and procedures to ensure that operations within the Executive Branch comply with the law and are conducted in an open and transparent manner. Notably, the Office will provide ongoing oversight of the Administration's signature initiatives funded by the beverage tax: Rebuild, PHLpreK and Community Schools; as well as Philadelphia Code Chapter 17-1400 compliance issues. Finally, the Office will ensure that the Mayor and top Administration officials complete annual ethics refresher trainings and Financial Disclosure Statement filings and will post the Statements on the Records Department website to make them more accessible to the public.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Ensure 100% compliance of the Mayor, departmental and cabinet leadership with annual ethics training and financial disclosure requirements. • Enhance communications to Executive Branch departments, offices and agencies about ethics through Integrity Officer program, written materials, social media, etc. • Serve as a trusted resource for the Mayor and Executive Branch employees on ethics-related questions. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Response time to gift-related questions (days)	2	2	1	1
Number of participants in Integrity Week	281	258	290	290
Number of current Mayor's Office, Cabinet, and A-team employees who completed financial disclosures on time ¹	100.0%	N/A	100.0%	100.0%
Number of employees participating in bi-annual ethics survey ²	N/A	1,534	950	N/A

¹ This is an annual measure, and FY19 data will be available at year-end.

² The ethics survey is taken bi-annually. The last survey was taken in FY19 Q2, so this measure is shown as N/A for FY18 and for FY20. FY19 participation exceeded the target following collaboration with GovLabPHL to improve outreach and messaging for the 2018 Survey.

MURAL ARTS

MISSION

Mural Arts' mission is to inspire the city and celebrate Philadelphia's past, present, and future. In collaboration with other City departments, Mural Arts uses art as a tool to provide educational and workforce development opportunities, community engagement, and wellness services in every neighborhood.

PUBLIC ART AND CIVIC ENGAGEMENT (PACE) PROGRAM

This program includes multiple departments at Mural Arts that produce or restore more than 100 public art projects each year. Projects target stakeholders of every city demographic and respond to: needs and opportunities articulated by civic leaders or identified in neighborhood plans; project applications from community leaders; and topics relevant to youth and adults enrolled in Art Education, Restorative Justice, and Behavioral Health (Porch Light) workshops. On average, participants are: 51% women, 48% men, and 1% gender unreported; 45% Black, 13% Hispanic/Latinx, 31% White, 7% Asian/Pacific Islander, 2% multi-racial, 1% Native Hawaiian/Pacific Islander and 1% American Indian/Alaskan Native.

Accomplishments: In FY18, Mural Arts completed 83 public art projects and 20 mid-to-large scale mural restorations. Three core program areas engaged 1,953 youth ages 10 to 22, 600 individuals impacted by trauma, addiction, and mental illness, and 150 justice-involved citizens. Four projects from Monument Lab, a citywide public art and history initiative produced by Mural Arts, were included in Public Art Network's 2017 Year in Review.

March 2018 marked one year of operation for the Kensington Storefront, which is a hub space that seeks to address trauma on multiple levels in Kensington. Since opening, the space has become a frequently visited haven for a diverse array of Kensington residents as well as folks from across the region who have been drawn to the area's drug market. The Storefront sees approximately 40-150 participants per week.



Augmented reality mural Dreams, Diaspora, and Destiny.

A project to facilitate a student-driven exploration of the past, present, and future of West Philadelphia resulted in Philadelphia's first augmented reality mural: Dreams, Diaspora and Destiny. Through illustration and digital music production, youth documented different aspects of local life and worked with multidisciplinary artists to collaboratively imagine the future through creative media.

Plans for Fiscal Years 2020-2024: The Proposed Five Year Plan includes a \$300,000 annual increase to support Guild reentry programs and \$50,000 in annual funding for mural restorations. The Guild funding will enable more returning citizens to participate in a paid, four-month pre-apprenticeship program and receive job placement support after the program ends.

Over the next five years, Mural Arts will build upon its momentum as an innovative model for community and civic engagement. One such project is FloatLab, which is designed by renowned architect J. Meejin Yoon, and integrates light, science, and programming to create a unique platform for connecting to and learning about the Schuylkill River. Additionally, with a new, two-year investment from the Art for Justice Fund, Mural Arts will provide six fellowship opportunities for artists impacted by incarceration. These Art

for Justice fellowships will focus on social practice and community-engaged processes for making art in public.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Continue the positive impact of the Restorative Justice program on justice-involved individuals and communities. Sustain Neighborhood Storefronts and Community Hubs. Continue high-impact collaborations along the Schuylkill River. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of public art projects dedicated ¹	83	36	60	58
Number of mid- or large-scale restorations completed ²	20	4	25	20
Number of people engaged in a program or project ^{3,4}	25,000	N/A	25,000	25,000
Percent of open enrollment students who graduate from high school / attend college ³	100% / 85%	N/A	100% / 85%	100% / 85%
Percent of re-entry participants taken back into custody after a year ³	9.0%	N/A	10.0%	10.0%
Percent of re-entry participants employed six months after program completion ^{3,5}	76.0%	N/A	75.0%	75.0%

¹ Mural Arts produced Monument Lab in FY18, leading to a bump in projects for that year. Those projects are not replicated in ensuing years. The FY20 target is lower than the FY19 target because Mural Arts had a one-time \$50,000 increase in FY19 (equal to two projects).

² Mural Arts' plan is to do 20-25 restorations by fiscal year end. The final number depends on the weather (namely, how long it takes for spring weather to arrive).

³ This is an annual measure, and FY19 data will be available at year-end.

⁴ This is partly an approximate figure. Mural Arts can track with certainty the number of individuals directly engaged in program areas because they enroll in those programs. Tracking how many people attend paint days and public events is less exact, as Mural Arts relies on visual head counts that are populated into an events master list spreadsheet managed by the communications department. Project managers track how many people attend community meetings and events not directly managed by the communications department. Mural Arts then compiles all of this information into a master data tracker for each fiscal year and rounds to the nearest 500.

⁵ The target is conservative given the small sample size of participants and trends in outcomes over the life of the program.

OPERATIONS AND ADVANCEMENT PROGRAM

This program includes public and private tours and a range of critical functions that support Mural Arts' ability to plan and deliver on projects and programs, operate in a responsible and fiscally healthy manner, and advance the organization as a whole.

Accomplishments: In FY18, Mural Arts' tours program engaged 13,800 patrons, press impressions reached 421 million, and social media followers reached 112,000. In FY18, Mural Arts reached its goal of leveraging private funding at the rate of \$1.50 per public dollar.

This past year was the first year of operation for the Mural Arts Institute, a new branch of the organization devoted to knowledge sharing, with a goal to drive innovation and best practices in the field of socially-engaged public art. This year, the Institute is focused on delivering the Art and Environment Capacity Building Initiative, through which Mural Arts is helping three partners in Memphis, Detroit, and Akron lead, learn from, and build capacity via demonstration public art projects.



The dedication of Remembering a Forgotten Hero (Octavius Catto) by artists Willis Humphrey and Keir Johnston.

Mural Arts' internal Diversity, Equity and Inclusion (DEI) Initiative began in May 2017 and is led by a steering committee of staff members from executive to entry level. The seven-person DEI Steering Committee is supported by four topic-specific working groups. Recent projects of the DEI Initiative include updating the Mural Arts employee handbook in consultation with legal counsel, staff-led workshops focusing on microaggressions and racial equity, and an audit of hiring practices.

Plans for Fiscal Years 2020-2024: The DEI Initiative recently received funding from the Philadelphia Foundation and the Wells Fargo Foundation. With these funds, Mural Arts will engage an expert facilitator in shaping a process that will deepen the organization's commitment to centering diversity, equity, and inclusion within its core values and practice, with a specific focus on leadership development within the staff and board.

Mural Arts embarked on a new strategic plan in spring 2018 which will guide the next three to five years of work. Mural Arts is partnering with the DeVos Institute for Arts Management at the University of Maryland to create the plan, which will be integrated with the work of the DEI Initiative.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Continue to incorporate diversity, equity, and inclusion efforts into operational systems and structures. Continue to evolve communications, tours, and consulting opportunities to showcase Philadelphia as a diverse and innovative city to visit and in which to live. Continue to leverage public dollars with private funds. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of tour participants ¹	13,804	5,370	13,800	13,800
Private funding leveraged (per public dollar)	\$1.50	\$1.50	\$1.50	\$1.50
Press impressions ²	421,482,797	47,845,612	300,000,000	300,000,000
Social media followers ³	112,289	117,490	122,500	130,000
Successful annual audit ⁴	Yes	N/A	Yes	Yes

¹ Tour participation varies by season. Mural Arts has increased participation from the spring through the early fall.

² Press impressions are calculated based on the circulation of media outlets multiplied by the number of stories relating to Mural Arts. Monument Lab boosted press impressions in FY18. Press impressions specific to Monument Lab exceeded 100,000,000.

³ This is a cumulative measure. In quarters after the first quarter, only new followers will be reported.

⁴ This is an annual measure, and FY19 data will be available at year-end. Mural Arts' audit takes place during the winter following the June 30 fiscal year-end.

PARKS AND RECREATION

MISSION

The people of Philadelphia own a treasure of facilities and resources that they have entrusted to Philadelphia Parks and Recreation (PPR) to manage democratically, equitably, and sustainably. PPR activates and stewards those treasures with programs and services that contribute to the wellness and prosperity of all.

RECREATIONAL SERVICES PROGRAM

This program provides a broad range of high-quality programming from professionally-trained staff to residents at low or no cost. Staff plans, organizes, and implements these programs for residents in a safe environment.

Accomplishments: The Recreational Services program has seen growth and positive change in the past fiscal year by maintaining quality program offerings and strengthening and expanding program partnerships. During the summer months, PPR operated 72 pools for 742,902 visitors; distributed 1,557,420 Summer Food Program meals, of which 957,685 were served at 389 Playstreets sites; operated camps at 144 locations, serving a total of 7,292 children; and hired 1,018 teens to help provide these and other services. Other summer accomplishments included: expanding the Play Philly program, which is an initiative to promote one hour of structured physical activity into the camp program each day, from 800 youths in day camps as of August 2017 to over 1,600 youths as of August 2018 (doubling in size); the continued growth of the Camp Philly program, which is a partnership with the YMCA to give Philadelphia children a sleepaway camp experience in the Pocono Mountains, from 150 participants as of August 2017 to 200 participants as of August 2018; and \$23,000 raised for charities by teens working at PPR through the Philadelphia Youth Network.

Since the beginning of the school year, PPR has increased the number of after-school programs to 95, a 10% increase over the preceding two years. PPR also expanded food service by about 10,000 meals during days when the School District is closed. From March through November 2018, over 2,000 pounds of food were grown by 1,500 youth participating in the Junior Farmers Program at 38 recreation facilities gardens, and the Carousel House Farm grew 4,000 pounds of food as part of its first-ever Community-Supported Agriculture program.

Recreational Services continued to provide exciting, high-profile event opportunities to Philadelphians during the first half of FY19. The Dell Music Center hosted 16 events, attracting 65,000 guests, over the summer. The third year of the Philadelphia International Unity Cup, which is the City's annual world cup-style soccer tournament, saw attendance top 14,000 people at 104 games, up from 12,000 people in FY18. Twelve-hundred players and 120 coaches from 52 unique teams represented immigrant communities from as many countries in this year's Cup.

PPR continued to work closely with its City department partners in FY19. PPR collaborated with the Department of Public Health to install new hydration stations that provide clean quality drinking water and reduce the use of single-use plastics in 14 recreation facilities; worked with Mural Arts Philadelphia on a "Murals on the Move" mobile arts program, bringing innovative programming to recreation facilities; and worked with the Department of Behavioral Health and Intellectual disability (DBHIDS) and non-profits on training initiatives for staff, reviewing current policies and protocols for compliance to ensure inclusion and

support for youth with autism. In addition, through a partnership with the Mayor’s Office of Education, PPR began programming on the days between the end of the school year and the start of PPR’s



Ivory Coast goalie prepared for a penalty kick in this year’s Unity Cup championship game on October 13, 2018.

Neighborhood Day Camp program. One recreation center near a Community School provided two weeks of supplemental programming prior to the start of camp as part of this innovative “Gap Camp” pilot. The camp at Schmidt Playground was filled to capacity for its full two-week Gap Camp duration in addition to the six weeks of regular summer camp that followed.

PPR also continued to work closely with other partners in FY19. PPR worked with the Barnes Foundation on a pilot program aimed to expose children to art education through

virtual tours and in-person field trips to the Barnes museum; partnered with Youth Basketball to pilot an all-girls basketball leadership program called “HoopHers”; partnered with the U.S. Soccer Foundation on the Soccer for Success program, serving over 200 youth at 18 PPR sites in FY19 to build soccer skills and mentor youth; and expanded its relationship with the Roots2Rise yoga program in FY19 to 12 PPR sites, including adding a Spanish-language yoga class at one location.

Plans for Fiscal Years 2020-2024: The Proposed FY20-24 Five Year Plan the necessary funding for PPR’s employees and contractors to comply with Philadelphia’s 21st Century Minimum Wage legislation. The wage will increase incrementally from the current rate of \$12.40 an hour to \$15.00 an hour by July 1, 2022.

Starting in FY20, PPR will increase its capacity to deliver enriching experiences at City recreation centers, playgrounds, and parks by revising program standards, training recreation staff in program delivery, and incentivizing employees to create innovative programming to serve their communities. Additionally, PPR will incorporate meaningful community and stakeholder involvement into the programming process by including recreation advisory councils in the review of program plans. This community involvement will also help ensure that programming is relevant, inclusive, diverse, and equitable. PPR will also develop unified strategies for key program areas like programming for people with disabilities, visual and performing arts, and athletics. This will help to ensure that PPR programs are relevant to the communities they serve. To achieve improved program delivery, PPR



A Murals on the Move instructor leads children in an art activity on April 17, 2018.

will implement a new planning template for all programs and events. These will allow for a more comprehensive understanding of what PPR offers and more qualitative measurement of those offerings.

Over the next five years, PPR will continue working in partnership with the Citywide Out-of-School Time (OST) Initiative to align department program standards around its objectives. PPR will leverage its involvement at a leadership level with the OST Initiative to access resources and support for program standard development and implementation and to roll out the OST Cityspan data system across all centers to ensure the accurate capture of data for programming.

Lastly, by 2022, PPR plans to grow the Unity Cup to include a 12-to-16-team women’s tournament.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Implement department-wide adoption of new recreational program standards that measure improved program delivery. Establish and administer an innovation fund to support new neighborhood programs to allow for small-scale creativity and experimentation in programming. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of programs ¹	3,291	2,104	3,300	3,300
Number of unique individuals who attended programs ²	211,766	109,583	220,000	220,000
Total visits	9,530,484	5,502,729	9,300,000	9,300,000
Program participation rate	85.8%	87.3%	86.0%	86.0%
Percent change in pool visits ³	-16.6%	0.0%	0.0%	2.0%

¹ Programs run, on average, 19 weeks. Quarter 1 is PPR's biggest staff-led quarter due to camps. PPR had 1,373 internal programs and 731 external permitted programs during FY19 Q1 and Q2 (combined).

² Programs run, on average, 19 weeks. PPR had 56,299 attendees at internal programs and 53,284 attendees at external permitted programs during FY19 Q1 and Q2 (combined).

³ This data is reported for Q1 only. PPR did not see growth from the previous year because of: a. pool closures/repairs: two pools that had been closed in FY18 remained closed in FY19 and another did not open until August; and b. a lifeguard shortage: the shortage affected the number of swimmers at some pools at some times.

INFRASTRUCTURE AND PROPERTY MANAGEMENT PROGRAM

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.

Accomplishments: Significant projects completed by PPR’s Capital Projects team in FY19 include the renovation of JFK Plaza (LOVE Park); the addition of a new building at Stenton Recreation Center; the renovation of Von Colln Playground; addition of a new pool at Bridesburg Recreation Center; the opening of East Fairmount Park’s Discovery Center; and the new trail and boardwalk at Fairmount Water Works. Video cameras and fire alarm systems were also installed at seven PPR facilities during the first half of FY19. The PPR Capital and Skilled Trades teams also collaborated closely with the Rebuilding Community Infrastructure (Rebuild) team and City Councilmembers to provide architectural and engineering services for the first year of Rebuild projects. A new set of design standards was also prepared for Rebuild to be used in future PPR projects.

PPR’s Skilled Trades team finished over 4,600 work orders in FY19. PPR’s Special Capital Projects team completed 24 projects. These projects included roof repairs, bathroom repairs, heating and cooling system repairs and upgrades, painting, park lighting, sewer lines, and the replacement of large heating, ventilation, and air conditioning (HVAC) systems.

PPR’s Urban Forestry group continued to address the City’s current backlog of pruning, removal, and planting requests. In FY19, staff oversaw the pruning of over 6,000 street trees, removal of more than 1,000 street trees, and planting of 926 street trees. PPR crews also removed an additional 3,600 park trees and pruned over 3,000 park trees. The Urban Forestry group received a \$250,000 grant from the Pennsylvania

Department of Environmental Protection through its Growing Greener Watershed Protection program to plant street trees in Combined Sewer Overflow (CSO) catchment areas to address non-point source pollution. CSOs include both stormwater runoff and sewage, entering rivers and creeks during wet weather. PPR's efforts included an educational campaign (informational tags on each tree planted), linking the plantings to water quality.

The TreePhilly program completed its fifteenth Yard Tree Giveaway Program season in FY19, bringing the total number of trees given away to over 23,000. TreePhilly also made strides toward its goals of equity and environmental justice by switching to an exclusive focus on community-based giveaway events to target service delivery into neighborhoods of highest need. TreePhilly also secured a \$1.125 million grant from TD Bank to continue and grow its programming.



Dog enjoying Philadelphia's abundant natural lands.

PPR's Natural Lands group cleared invasive trees, shrubs, and vines from 29 acres of degraded forests surrounding the Horticulture Center in West Fairmount Park; installed deer protection fencing around 20.6 acres of forest (6,600 feet of fencing) at the Horticulture Center and 8.7 acres of forest (2,800 feet of fencing) at Cobbs Creek Park; grew 7,870 trees/shrubs from seed (20 tree species/31 shrub species) and 1,200 herbaceous plants from seed; and inoculated 1,379 ash trees to protect them from death by the Emerald Ash Borer, which is a beetle that feeds on ash trees. In partnership with Fairmount Park Conservancy, the group also constructed 2,200 feet of new trail at the Horticulture Center and 4,200 feet of new "Trolley Trail" in West Park.

Lastly, PPR's Sustainability and Quality Control unit expanded recycling operations to more than half of PPR's recreation facilities and started to use waste corrals, which are structures that direct trash to an enclosed and controlled structure, to prevent short-dumping. PPR has continued to lead the charge in making Philadelphia the "home of Zero Waste events" by diverting waste from landfills at 12 Zero Waste Events. Over 350 volunteers and increased investment in training PPR employees in Zero Waste practices helped the

2018 AACR Philadelphia Marathon divert well over 90% of waste.

Plans for Fiscal Years 2020-2024: In FY20, PPR will pilot the concept of a Park Manager position for parks that are large in acreage or are heavily used. The position will be responsible for growing and strengthening PPR's relationships with community members and stakeholder organizations and identifying gaps in inclusivity or civic engagement. In FY20, PPR will also lead a process to engage City agencies and urban agriculture stakeholders in the creation of an Urban Agriculture Plan for Philadelphia. Over the next five years, PPR will begin to implement the plan's recommendations to support urban agriculture in Philadelphia. As FY20 approaches, PPR will also continue to establish diversion and collection systems and look to onboard the remaining facilities through its Sustainability and Quality Control unit.

Over the next five years, PPR’s Urban Forestry unit will make meaningful progress toward its goals to equitably and sustainably manage the city’s shared urban forest – including 10,000 acres of neighborhood park trees and 117,000 street trees – and enhance the tree canopy citywide. PPR will continue to make progress toward the goals of Greenworks, which is the City’s comprehensive sustainability plan, covering topics such as climate change, natural resources, air quality, waste management, food access, transportation, and green jobs. These goals include restoring tree canopy cover from the current citywide percentage of 20 percent to 30 percent in all neighborhoods, through both intensive tree planting programs and enhanced management of existing trees. By FY23, PPR will clear the backlog of tree planting, maintenance, and removal requests and distribute an estimated 9,000 additional free trees through TreePhilly. Further, PPR will lead the creation of an Urban Forest Strategic Plan to more strategically coordinate tree planting and management.



A runner enjoys the forests of East Fairmount Park during the 2018 Boxers' Trail 5K Walk and Run.

PPR also continues to coordinate with Rebuild on projects and processes to implement projects through various delivery methods, including PPR Capital, PPR Skilled Trades, the Philadelphia Redevelopment Authority, and Project Users.

Lastly, the Capital Infrastructure and Natural Lands Management Unit will implement two new technology systems to improve service delivery and reduce management costs. These systems include Cityworks, which is an asset management system for tree inventory and management that will be completed by FY21, and a second asset management software system that will be procured to help PPR transition from reactive maintenance to more deliberate, strategic care of its built resources, including HVAC, boilers, and roofs.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Implement Cityworks asset management system for tree inventory and management. • Sustain and enhance care and maintenance of Philadelphia’s 10,000 acres of neighborhood park trees and 113,000 street trees. • Make progress toward tree canopy enhancement goals of 30% tree cover in all neighborhoods, with sustained commitments to equity and environmental justice. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
New trees planted ¹	4,325	1,131	2,796	4,100
Percent of 311 requests closed that meet standard ²	56.4%	N/A	57.0%	60.0%
Percent of Performo requests closed that meet standard ³	58.9%	N/A	61.0%	61.0%

¹ This measure does not report for quarters 1 and 3. The FY19 target is lower than the FY18 year-end figure due to a large planting project that is scheduled for FY20. Resources that would normally be expended in FY19 are being dedicated to this project. PPR will plant and distribute more trees in Q4 than in Q2 and is projected to meet the target by year-end.

² This is an annual measure, and FY19 data will be available at year-end. This measure currently only includes 311 requests not tracked in other systems.

³ This is an annual measure, and FY19 data will be available at year-end. The FY20 target assumes that vacant positions for Rebuild staff are filled. The FY20 target assumes that the positions that were left vacant pending the outcome of the Philadelphia Beverage Tax lawsuit will now be filled, due to the successful outcome of that litigation.

COMMUNICATION AND ENGAGEMENT PROGRAM

This program leverages PPR's assets to partner with and connect individuals, civic and non-profit groups, and businesses to departmental staff and resources. The program promotes awareness of PPR's programs and services, expands the capacity of volunteer stewards, and provides unique, enjoyable experiences for users.

Accomplishments: To support the implementation of PPR's strategic plan, *Our Path to 2020+*, which was released in February 2018 and contains milestones for 2022, the department was awarded \$600,000 in William Penn Foundation funding in December 2018. In February 2019, PPR hired a First Deputy Commissioner of Strategy and Engagement to lead overall implementation of the strategic plan, as well as provide focused leadership in key areas like communications, concessions, special events, and stewardship. The Strategy and Engagement division subsequently launched several engagement strategies in the department's strategic plan, including developing an updated Pathport document⁵¹ and identifying tactics for improving collaboration with partners.

Through the Stewardship unit, 115 registered Park Friends Groups hosted 421 community events in FY19. These events included free concerts, health fairs, holiday celebrations, and movie nights. In addition to supporting the Park Friends network, the Stewardship Unit coordinated Love Your Park Week in the spring and a fall Love Your Park Service Day, both of which engaged a combined 4,357 volunteers through 208 service events. The Stewardship unit also organized an additional 31 volunteer projects yielding 2,740 volunteer hours



Gustine Recreation Center day camp took a field trip to Treetop Quest, West Fairmount Park's new aerial obstacle course, on July 19, 2018.

(separate from the Love Your Park days). The Stewardship unit also embedded an innovative pilot program in these services days to engage individuals in meaningful environmental restoration projects in Philadelphia's watershed parks.

PPR also worked in partnership with the Office of Open Data and Digital Transformation to launch a redesigned public website in February 2018. The new, mobile-friendly site prioritizes key services and programs for visitors; includes a built-in blog and events calendar for timely department updates; and incorporates a Finder application, which is a map-based tool that helps website visitors find locations, like parks and recreation centers, as well as their activities and schedules online.

In early 2019, PPR also began incorporating signage into its capital projects, working with external partners and neighborhood groups to fabricate and install signs that adhere to new departmental signage standards that promote enriching experiences for members of the public, enabling them to identify public spaces and use them in respectful ways. The new standards, which incorporate visual icons to convey uses, rules, and

⁵¹ The Pathport document is an informative document for partners and other constituents looking for a comprehensive introduction to PPR. The updated version will include PPR's new organizational chart; maps of parks and facilities; listings of programs, services, and initiatives; and an explanation of PPR's budget.

regulations, were designed to be more inclusive of residents and visitors who do not speak English or whose reading skills are limited. The clean, professional design and high-quality materials in the signage are also meant to instill community pride in shared spaces and to increase overall usage.

Lastly, the Communications and Engagement program continued to focus on business development. This year, the Parks on Tap mobile beer garden added seven new parks to its tour, expanding from 20 to 23 weeks during its season; the pop-up park saw over 170,000 visitors; and PPR's new aerial adventure course, Treetop Quest, attracted 10,000 participants in its first year.

Plans for Fiscal Years 2020-2024: In FY20, PPR will develop a customer service plan to increase the department's capacity for meaningful community and stakeholder involvement and help employees become more aware and empowered to act on issues of inclusion and relevance in PPR's programs and services. PPR will also redefine the role of the park ranger to provide more enriching experiences for park users.



The Oval+, a summer pop-up park on the Benjamin Franklin Parkway, opened for its 6th season on July 20th, 2018.

The Stewardship unit will also grow the Park Friends Network, adding at least five new Park Friends groups in FY20. In anticipation of the growth of the Network over the next five years, the Stewardship unit will expand the capacity-building opportunities it offers through the creation of regional-based workshops and through greater collaboration with Library Friends Groups and Recreation Advisory Councils. In addition, the Stewardship unit will also increase the number of participating parks in twice-yearly Love Your Park events, as well as the number of overall volunteers who are

engaged throughout the year in service days. In FY20, the unit will also build out its monthly watershed park volunteer series to increase individual volunteer engagement and impact in restoring Philadelphia's urban forests.

Lastly, the Stewardship unit and PPR leadership are working closely with the Rebuild team to ensure that Park Friends and Recreation Advisory Councils are better supported and equipped to carry out their work at facilities as Rebuild makes an historic investment in their community facilities. The focus of this work extends beyond Rebuild sites and is an investment in the Parks Friends and Recreation Advisory Council networks across the city.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Launch engagement campaign to identify how PPR assets are utilized. • Develop a customer service plan to increase PPR’s capacity for meaningful community and stakeholder involvement. • Create seasonal guides to PPR programs, events, and activities. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percent increase in concessions revenue ¹	5.8%	N/A	5.4%	2.4%
Social media impressions ²	5,169,839	3,100,083	5,200,000	5,900,000
Percent increase in volunteer participation ³	109.9%	N/A	-16.9%	0.0%
Percent of permit holder Net Promoter Score survey respondents who are detractors ⁴	N/A		20.0%	20.0%

¹ This is an annual measure, so FY19 data will be available at year-end.

² Includes impressions for @PhilaParksandRec on Facebook, Twitter, and Instagram.

³ This is an annual measure marking percent changes across years, and FY19 data will be available at year-end. The number of volunteer clearances tripled from FY17 to FY18, providing a significant increase in this measure in FY18.

⁴ This is an annual measure, and FY19 data will be available at year-end. This measure is also new for FY19, so prior-year data is not available.

EXECUTIVE, ADMINISTRATION AND PERFORMANCE MANAGEMENT PROGRAM

This program provides leadership for the Department, accurately measures its impact and costs, and ensures that PPR is part of an efficient and effective government.

Accomplishments: In FY19, to better implement its strategic plan, PPR increased the number of districts and district managers (adding two program management districts and four program managers). The districts were realigned to ensure that no district is too large and to improve the capacity to provide high-quality and sustainable programs and services in every neighborhood. With the additional managers, it will be possible to commit more time to program quality, staff development and supervision, and facility oversight within each district. PPR also oversaw an increase in seasonal wages by 12% to ensure that seasonal employees receive a living wage. In addition, to help better align City departments and data collection, PPR has integrated its data collection with Cityspan, a database that PPR shares with other departments, including the Free Library and the Department of Human Services.

During FY19, 668 (95%) permanent, full-time PPR staff persons attended at least a single training or professional development opportunity, with the average staff person attending four trainings. These development opportunities included Sustainable Land Care trainings, where staff developed sustainability practices and proper use of tools, and a Recreation Leader Academy, which is a 12-week course designed to better equip recreation leaders to elevate their trade.

Also during FY19, PPR was accepted into the second cohort of ImpactED’s Social Impact Collaborative, which is a two-year intensive program that assists with conducting research, developing comprehensive strategies for mapping program design and objectives, measuring progress towards outcomes and implementing logic models for the department. In the first year, the collaborative team created a logic model for summer camp programs and developed a summer camp survey.

PPR also completed the development, testing, implementation, and staff trainings for a new event permitting software system. This new system will facilitate the permitting of events of all sizes, from picnics to large foot races, online for the first time. PPR also further developed MyPPR, which is PPR’s online program schedule management website, to add new views for program managers and other stakeholders to monitor activities and attendance at individual recreation centers.

Lastly, in FY19, PPR formed a new committee that is made up of a diverse cadre of staff to create a diversity and inclusion framework for the department. This new initiative is called Relevancy, Inclusion, Diversity and Equity (RIDE). The RIDE team worked with a national consultant to develop a functional definition and comprehensive standards of relevance, inclusion, diversity and equity that enhanced the PPR’s policies,

procedures, practices, personnel transactions, programs, and public engagement. The team will advance this work in FY20 and beyond by ensuring PPR continues to create systemic inclusion of diverse viewpoints department-wide.

Plans for Fiscal Years 2020-2024: Since June 2017, 31 apprentices have participated in the Community Apprenticeship Program (CAP), which is a City as Model Employer initiative. In FY19, 20 apprentices gained permanent employment, of whom 14 apprentices are now employed within PPR serving as Community Outreach Workers, Tree Maintenance Helpers, Assistant Recreation Leaders, and Grounds and Facilities Maintenance Workers. The FY20-24 Five Year Plan includes funding to hire nine apprentices into permanent positions.

Over the next five years, PPR will implement components of the department’s strategic plan, *Our Path to 2020+*, with the goal of solidifying internal practices, strengthening program development and delivery, improving asset management, and advancing customer service. Starting in FY20, PPR will begin to implement its new logic model and evaluation tools at select summer neighborhood day camps. By starting with the largest program in the department, summer day camps, PPR anticipates that the skills and the product of a working logic model will help to build and sustain program standards and PPR’s ability to innovate constantly.

By building a robust internal website (intranet) in early FY21 and surveying staff on an ongoing basis, PPR will also develop a more informed and engaged workforce, thereby increasing the resiliency of the organization and quality of programs and services delivered to residents. Also in FY20, PPR will provide the support necessary for up to 20 staff members to take the national exam to become Certified Park and Recreation Professionals (CPRP). By 2023, PPR will support 100 staff members to receive CPRP certification.

In July 2021, PPR and its partners will host the City Park’s Alliance’s Greater and Greener Conference in Philadelphia. Preparation for the conference, an opportunity to showcase the city’s public spaces, is underway. Over the next five years, PPR will also expand its internal and external professional development programs to train 98% of staff annually. These strategies will enhance the knowledge base and capacity of the entire workforce within PPR.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Develop and implement a staff surveying system to measure the impact of the strategic plan Launch an internal website (intranet) to centralize departmental information and to increase staff access to internal resources. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percentage of permanent staff attending trainings ¹	93.0%	N/A	93.0%	93.0%
Paper form / processes made available online ²	3	N/A	4	2
Net hires (full- and part-time)	17	21	23	18

¹ This is an annual measure, and FY19 data will be available at year-end. Calibrating this annually gives the opportunity for all staff persons to be trained.

² This is an annual measure, and FY19 data will be available at year-end. The number of total paper form processes varies from year to year.

PENSIONS

MISSION

The Board of Pensions and Retirement manages the assets of the City's pension fund, ensuring there is enough money to pay out to those who have earned benefits. The City Home Rule Charter requires that the pension fund is always able to cover current and future payments to people who have paid into the fund. To do this, the Board oversees all pension contributions from current employees and all benefit payments made to eligible people who have left City service. The Board also makes sure that decisions are made that keep the pension fund financially healthy. All retiring employees meet with one of the Board's pension counselors for assistance in the retirement process. In addition to administering pensions, the Board publishes a quarterly newsletter with helpful pension and pension-planning information.

INVESTMENTS PROGRAM

This program is responsible for managing the assets of the Pension Fund; acting with skill and care in investing the Fund's assets; arranging for safe custody of and accounting for the Fund's assets; managing the Fund on an actuarially-sound basis; selecting and retaining expert consultants for investment advice; adopting, and modifying as needed, investment strategies designed to achieve the Board's obligations and objectives; selecting and retaining competent external investment managers; and monitoring and reporting on investment performance.

Accomplishments: The Board maintained a reduced ratio of manager fees to assets under management during FY18, 0.33% at both the beginning and end of FY18. The reduced ratio, which is half the average ratio of 0.66% from FY08 through FY15, represents a recurring annual savings of approximately \$15 million. This was accomplished by increasing the use of lower cost passive management. In FY19, the Board continues to maintain its reduced exposure from certain high-cost trading strategies, such as hedge funds. Most of these high cost strategies were eliminated in FY16 and FY17. The Board saw a 9.6% return in FY18, net of fees. The Board also reduced its anticipated rate of return for the tenth consecutive year in FY18, to 7.60%.

Plans for Fiscal Years 2020-2024: In FY20-24, the Board will continue to maintain the reduced ratio of manager fees to assets under management to a range of between 0.33% and 0.38% while at least achieving returns equal to the Fund's earnings assumption of 7.60%. The Fund maintains a diversified asset mix designed to achieve the long-term actuarial target rate of return across a wide range of market cycles. The asset allocation and investment strategy is never static, and the Board is always seeking to improve and adjust the Fund's exposure to reflect the current market environment while maintaining core positions based on a long-term investment horizon. The Board focuses continually on maximizing returns, net of investment fees, at the lowest level of risk and for the best possible value. Core market exposure to public equities can be achieved at a very low cost via index funds and is the Board's starting point when evaluating any investment strategy. When active investment management is appropriate, the Fund's investment partners are viewed in relation to the overall value provided in terms of performance, strategy, process, and cost. Managers who are not meeting the Fund's long-term objectives are brought to the attention of the Board for possible action including, but not limited to, a reduction of assets under management, renegotiation of fees, or termination.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Conclude FY20 with a ratio of fees to assets between 0.33% and 0.38%. Achieve an Investment Return of at least 7.60%. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Investment Ratio ¹	0.33%	N/A	Between 0.33% and 0.38%	Between 0.33% and 0.38%
Investment Return	9.60%	-5.60%	at least 7.60%	at least 7.60%

¹ This is an annual measure, and FY19 data will be available at year-end. This measure is calculated by taking fees divided by assets under management. The goal is to continue to reduce fees.

BENEFITS PROGRAM

This program is responsible for establishing, recording, and reviewing for accuracy and timeliness all pension contributions received from active employees and all benefit payments disbursed to eligible recipients.

Accomplishments: In FY18, this program continued to provide retirement education sessions to system members, reaching over 1,100 employees through in-house training, visits to departments, and participation in seminars hosted by the City’s non-uniformed, police, and firefighters’ unions.

Plans for Fiscal Years 2020-2024: The Board will continue to provide retirement education sessions to system members by further expanding its outreach to operating departments and bargaining units.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Provide defined benefit plan educational programs to 1,150 members. Provide 457 plan and defined contribution plan educational programs to 6,700 members. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Member education (count of attendees) ¹	N/A	2,984	7,625	7,850

¹ This is a new measure for FY19, so FY19 data is not available. Six of the Board’s 14 educational sessions are held from September to December. The remaining sessions are held from January to June. This measure includes attendees at educational sessions for members of 457, defined contribution, and defined benefit plans.

EXECUTIVE DIRECTION AND ADMINISTRATION PROGRAM

The Board of Pensions and Retirement was charged under the Philadelphia Home Rule Charter with the creation and maintenance of an actuarially-sound Retirement System providing benefits for all City employees. This program is responsible for ensuring that the Board's day-to-day operations fully support this Charter-stated mission and for selecting and retaining expert consultants for actuarial analysis.

Accomplishments: This program increased the percentage of monthly pension benefits received via direct deposit (EFT) from 93.6% in FY16 to 94.6% in FY18 and increased the number of 457 Plan participants from 21,547 to 22,626, or 81% of employees eligible to participate. The 457 Plan allows employees to contribute a portion of their earnings into a pre-tax defined contribution program, and to self-manage the investment of these contributions within available options. Participation is encouraged as a way for employees to create retirement income in addition to their pension.

Plans for Fiscal Years 2020-2024: The Board’s goal is to increase the percentage of monthly pension benefits received via direct deposit to 95.5% in FY20 and to 97.5% incrementally by the end of FY24. Since EFT recipients receive quarterly statements instead of monthly checks, increased EFT participation means that the Board uses less paper and saves on postage costs. This increase will be achieved through newsletter articles and staff point-of-contact interactions with check recipients to encourage their participation.

The Board also plans to increase the number of 457 Plan participants incrementally to 24,000 in FY20 and to 25,000 by the end of FY24. This will be achieved through active recruitment efforts by the representatives of the third-party administrator for the 457 during presentations at work locations City-wide.

The Board also will continue to develop and maintain a diverse workforce. The current Board staff is 69% female and 66% minority. While staff size is limited and primarily governed by the Civil Service Regulations, the Board is committed to further developing and maintaining a diverse workforce.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Increase the percentage of recipients receiving monthly benefits via direct deposit to 95.5%. • Increase the number of participants in the 457 Plan to 24,000. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of 457 Plan deferred compensation participants	22,085	22,995	22,500	24,000
Percentage of recipients receiving benefits electronically	94.6%	94.7%	95.0%	95.5%

PLANNING AND DEVELOPMENT

MISSION

The Department of Planning and Development (DPD) coordinates Philadelphia's planning, zoning, preservation, and housing functions to promote the economic health of all neighborhoods and the City. DPD includes the Divisions of Housing and Community Development; Planning and Zoning; and Development Services. Additionally, DPD oversees the Philadelphia Redevelopment Authority (PRA).

EXECUTIVE ADMINISTRATION PROGRAM

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 devise performance management goals and expand external relationships and resources.

Accomplishments: FY19 was the first year that DPD operated as a consolidated department with a single budget. To build a cohesive department and identify means for improving the delivery of quality services to the public, DPD staff took part in a full day of training. The Department also provided introductory Diversity and Inclusion training for all 240 employees and interns and will continue with additional sessions throughout the year.

Executive Administration and the Division of Development Services worked with a developer to secure public approvals to build a high-rise residential tower on Rittenhouse Square. The project represents a \$400 million investment that preserves a historic building and fills in a long vacant gap in the City's streetscape fabric in that area. The buildings will include 260 residential units, of which, 30 will be affordable (representing 11.5% of the units). The groundbreaking occurred in late 2018 and completion is anticipated in 2021.

In FY19, DPD also received approximately \$40 million in bonds through City Council legislation to launch a new home repair program called, *Restore, Repair and Renew*. Through this new initiative, the Philadelphia Redevelopment Authority helps Philadelphia home owners access low-interest loans to invest in their properties. Private lenders are participating in the program and Program Intermediaries are assisting home owners to apply for the loans and assess needed and eligible repairs.



Before and After photos from CAPP, which was developed to address the impact of unhealthy housing on pediatric asthma outcomes in West Philadelphia neighborhoods.

In October 2018, City Council expanded the zoning code to create the Mixed Income Housing Bonus. This bonus provides developers with an increase in gross floor area, height and/or housing unit density for building affordable units or making a payment to the Philadelphia Housing Trust Fund. The legislation established a formal role of DPD in reviewing, approving and reporting on projects. As of the end of calendar 2018: one project received a conditional zoning permit by pledging to build affordable units as

part of their project, one project is in the process of getting a zoning permit by pledging to contribute to the Housing Trust Fund, and several more projects are exploring this bonus. DPD meets with developers in advance of a project to ensure they understand the requirements of the bonus and commit to reporting annually on projects.

DPD also launched the Community Asthma Prevention Program Plus Home Repairs Program (CAPP+) in partnership with the Children’s Hospital of Philadelphia (CHOP). This was developed to address the impact of unhealthy housing on pediatric asthma outcomes in West Philadelphia neighborhoods. CAPP+ Phase One, which will be completed before the end of FY19, committed to 10 houses. Phase Two has committed to 100 houses and will start in FY20.

In FY19, the Philadelphia Landbank, DPD’s Division of Housing and Community Development (DHCD) and the Philadelphia Redevelopment Authority (PRA) collaborated with the Department of Licenses and Inspections (L+I) and the Philadelphia Police Department (PPD) to pilot a property stabilization initiative. With L+I funding, PRA stabilized eight properties on otherwise stable intact blocks and coordinated efforts with community-based partners to promote existing public programs, recruit new block captains and add 19 new vacant lots to the Philadelphia Horticultural Society (PHS) greening program. Early findings show that this effort reduced crime in the block group, increased 311 calls to identify problems, and engaged over 75 residents in the process.



Marshall workforce housing.

Additionally, in FY19, DPD worked to cultivate an interest in planning, housing and development with its future workforce by establishing programs with area middle schools, high schools, and colleges to expose 200 students to careers in these fields.

Lastly, DPD started to develop the Housing Action Plan in Spring of 2018 and completed it in October 2018. The consultant team, selected through a Request for Proposal (RFP) process, leveraged existing meetings to gather data and stakeholder input into the process. The consultants worked to analyze data on needs to set citywide goals for housing production and preservation. They reviewed previous plans including the

Affirmatively Furthering Fair Housing plan and the prior Division of Housing Development consolidated plan and presented the data to the Housing Advisory Board for confirmation. During the six-month process, the consultant team also sought input from over 100 stakeholders, including institutions, local and commonwealth government entities, advocacy groups, City Council, and the public.

Plans for Fiscal Years 2020-2024: In FY20, the Program will continue to expand and support the integration of the Department by further aligning and streamlining its functions and services. The Department will continue to forge and expand new partnerships with private and public entities to align with the needs of Philadelphians as highlighted in the Housing Action Plan. In order to advance the goals of the Housing Action Plan, the City has already contributed \$19.1 million to the Housing Trust Fund and the FY20-24 Five Year Plan includes an additional projected \$61.3 million in new funding for the Housing Trust Fund over five years, using revenue from expiring 10-year tax abatements. Funding will enable implementation of the Action Plan’s strategies to house the city’s most vulnerable residents, stop the loss of affordable housing, preserve existing affordable housing, and increase housing opportunities at all income levels.

DPD will also continue to foster an inclusive work place, and to develop a diverse workforce that looks like Philadelphia.

Lastly, as the Administration and City Council have expanded resources to support critical housing preservation programs, the need for increased promotion and overall understanding of these programs has also expanded. In FY20, DPD seeks to increase the awareness of, and number of applications to, the various home improvement investment programs by 10%. DPD will also continue to work in collaboration with other City departments and agencies to cross-market to households currently enrolled in public programs.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Increase public awareness of programs and resources to promote housing opportunities and preservation resources. • Provide students with opportunities to learn about careers in planning, development, housing and community development to encourage a pipeline of a diverse future workforce. • Forge new partnerships and collaborations with public and private entities to support the Housing Action Plan. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of applicants to home improvement programs ¹	N/A	2,641	5,030	5,033
Number of students exposed to careers in housing, planning, and development ²	57	32	100	200

¹ This is a new measure for FY19, so prior-year data is not available. The goal is to increase the number of households that are aware of Planning and Development's programs.

² Planning and Development has been doing programming with middle schools, high schools, and colleges to expose the future workforce to careers in the field. Programming includes but is not limited to attending career fairs and overseeing a project with Frankford Friends to map neighborhoods. This measure captures the number of students who are "touched" by this programming.



Citizens Planning Institute students take part in a classroom exercise.

PLANNING AND ZONING PROGRAM

Planning and Zoning is a bridge between the public and government, balancing regulatory and legislative goals with public input to create healthy, equitable and resilient communities that are affordable and desirable. The agencies of the Philadelphia City Planning Commission (PCPC), the Zoning Board of Adjustment (ZBA), the Art Commission, and the Historical Commission contribute technical and design expertise to guide public investment to preserve and improve the quality of life for all Philadelphians.

Accomplishments: *Philadelphia City Planning Commission (PCPC):* In the fall of 2018, PCPC completed the City's first comprehensive plan since 1960, *Philadelphia2035*, with the Commission's adoption of the 18th and final district plan. As of December 2018, district plans have recommended 16,694 acres of land for zoning remapping, with over 6,082 acres (36%) successfully remapped and another 987 acres (6%) in progress. Additionally, the Citizens Planning Institute (CPI), the nationally-recognized program that empowers citizens to take a more effective and active role in shaping the future of their neighborhoods, will graduate another 60 "citizen planners." CPI also led training for over 150 members of Registered Community Organizations (RCOs). This training happens annually in the month of June prior to open registration for RCOs.

Zoning Board of Adjustment (ZBA): In FY18, the ZBA saw a 45% increase in zoning appeals (compared to FY17). The 2018 total of 1,475 zoning appeals is the highest amount since the launch of the Zoning Code in 2012.

Art Commission: In 2018, the Commission reviewed nearly 300 applications for new construction and repairs of City facilities, new commissions and maintenance of City-owned works of art, encroachments into public rights of way, and commercial signs in special controls overlay areas.

Philadelphia Historical Commission (PHC): The PHC regulates over 11,000 historic sites and other resources listed on the Philadelphia Register of Historic Places. To protect and preserve those sites, the



Students and PCPC staff attended the final Citizens Planning Institute workshop of 2018.

PHC reviews all building permit applications submitted for them. In 2018, with two additional staff members, the Historical Commission approved over 2,000 permit applications and designated 28 individual properties, one interior, and five historic districts.

The Historic Preservation Task Force, established in 2017, is comprised of 33 professionals and community members who met over an 18-month period to review the current state of preservation in Philadelphia, best practices around the country, and create recommendations to improve and expand preservation opportunities. On December 13, 2018, the Task Force released a set of recommendations during their final meeting. In March 2019, after a period of public review and comment, the Task Force will publish a full report and executive summary.

Plans for Fiscal Years 2020-2024: *Philadelphia City Planning Commission (PCPC):* The next step of the *Philadelphia2035* Comprehensive Plan is to implement the recommendations of the District Plans. The staff will work closely with City departments, the Rebuilding Community Infrastructure (Rebuild) Initiative and external partners on this implementation. In the next five years, staff will also focus on the recommended zoning changes from the district plans. This entails working closely with District Council members and neighborhoods and communities that would be impacted by the changes.

Through staff involvement in the City Engagement Working Group, CPI's diverse and engaged community will continue to be tapped by sister agencies in their efforts to promote programs and test initiatives. The Group is an initiative of the Mayor's Office of Civic Engagement and Volunteer Services. Representatives from all City agencies that have outreach or any type of engagement in communities go to these monthly meetings and learn about what other agencies are doing and receive trainings on various engagement tools and best practices. Subcommittees of the group work on more specific issues, like tracking metrics, and share their efforts with the participating agencies.

Zoning Board of Adjustment (ZBA): The Proposed FY20-24 Five Year Plan includes funding for several additional ZBA positions to support the volume of work.

The ZBA will work to improve efficiency and timing in zoning appeal applications, including providing notice to the public. This will include working with L+I to implement the forthcoming eCLIPSE system. The system will allow the ZBA to track the number of variances and special exceptions requested by each appeal to the ZBA, as well as the duration of time that applicants experience between time of filing and resolution of their appeal.

Art Commission: The Commission expects to see an increase in the number of applications that it processes with the implementation of Rebuild, as all alterations of City property that require a building permit are referred to the Commission for review and approval. The Division of Planning and Zoning is also working on a succession plan for the Art Commission, in anticipation of the retirement of its staff member.

Philadelphia Historical Commission (PHC): The Commission plans to expand its survey and inventory capabilities through the open-source software program ARCHES, developed by the Getty Institute for the citywide survey effort of the City of Los Angeles. Utilizing funds from the State, they will hire a consultant in FY19-20 to customize the software and incorporate existing building survey data that now exists in databases and in paper files. This customization will also allow the PHC staff to collect new data, through research and site surveys, on historic properties across the City. While the software will initially be available internally to the City, the goal is to ultimately provide access to the public to view this information.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Raising grant funds for the Citizens Planning Institute to build infrastructure and capacity for an expanded alumni support program, as well as to better track outcomes of the program. • Increase collaborations between PCPC and other City agencies and departments in pursuit of implementing the <i>Philadelphia2035</i> Comprehensive Plan. • Improve efficiencies in processing zoning appeals and providing public notification. • Assist administration with implementation of the recommendations of the Historic Preservation Task Force. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of ZBA cases that are filed within the reporting period	1,475	809	1,200	1,200

DEVELOPMENT SERVICES PROGRAM

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.

Accomplishments: Proactively, Development Services attempts to clarify the development process through process changes, regulation changes and code amendments, where routine misunderstandings occur between the City and the development community. Development Services staff also work with other City departments and quasi-governmental entities to develop publicly-owned or publicly-accessible spaces throughout the city.

In the first half of FY19, the Division assisted more than 25 development projects, comprising more than 1,500 residential units and three million square feet of nonresidential uses, by providing education about the approval process and internal coordination of City services. The Division continues to monitor 345 large development projects, comprising roughly 27,000 residential units and 6 million square feet of nonresidential uses, to ensure a streamlined review process and to coordinate problem-solving on issues involving multiple departments.

Plans for Fiscal Years 2020-2024: The Division of Development Services will continue to educate the public, private and institutional development community on the approval process for City Departments, Boards, and Commissions.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Continue to provide a resource to developers, investors and communities to understand market conditions and public incentive programs designed to attract and support development. Identify ways to streamline review processes by public agencies to ensure consistent handling on projects. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percentage of development process inquiries receiving an initial response within one business day ¹		N/A	90.0%	90.0%

¹ This is a new measure for FY19, so prior-year data is not available. FY19 data will be available at year-end.

COMMUNITY DEVELOPMENT PROGRAM

DPD’s community development activities are carried out through DHCD and the Philadelphia Land Bank. DHCD’s community development activities are targeted at neighborhood resident engagement and vacant land management and greening programs. The Land Bank, whose mission is to return vacant and tax delinquent land to productive use, works to consolidate publicly-owned land to make it easier for private individuals and organizations to acquire vacant properties and convert them into community assets and tax-producing properties.

Accomplishments: LandCare Program: The City partners with the Philadelphia Horticultural Society (PHS) to provide the LandCare Program, which cleans, greens, and stabilizes vacant lots to help return them to productive use. Through the program, professional contractors and community groups provide ongoing cleaning and maintenance of thousands of lots annually. The program also promotes new development, as over 1,600 treated lots have been redeveloped into new housing and businesses since the program started in 2003. In 2016, the LandCare Program launched the Landcare Reentry Initiative, which assists returning citizens with skills training and job readiness while creating a new workforce pipeline to landscape services contractors and Community LandCare organizations. In FY18, 60 returning citizens were trained and placed through this program.

Land Bank: Created in 2013, the Philadelphia Land Bank (Land Bank) is an agency whose mission is to return vacant and tax delinquent land to productive use. In FY18, the Land Bank acquired 275 vacant properties with the goal to convert them into community assets and tax-producing properties. This year, the Land Bank also affirmed a Memorandum of Understanding with the City, the newly established Philadelphia Board of Education, and the Philadelphia Gas Works, that defined the terms under which it can acquire vacant, tax-delinquent properties sold through the City’s tax foreclosure process.

In FY19, the Land Bank is set to acquire 325 properties. These properties include lots for side yards, housing to support residents at various income ranges, business expansions, and community garden and open spaces demands. The Land Bank also seeks to dispose of properties for redevelopment. In FY19, the Land Bank is set to dispose of 60 properties for total land sales of approximately \$1 million.

Plans for Fiscal Years 2020-2024: The Philadelphia LandCare Program will continue to green and clean 12,000 lots annually and PHS will continue its Re-Entry program to providing training, support and job placement opportunities for 60 returning citizens.

In FY20, the Land Bank seeks to acquire, and dispose of, 325 properties. It anticipates approximately \$2 million to come from land sales activities.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Develop a holistic vacancy strategy for Philadelphia that aligns existing efforts and proposes new strategies to address gaps • Continue to advance the Land Bank work and achieve its strategic goals for acquisition and disposition activities • Collaborate with external and internal government stakeholders to ensure the Land Care program addresses neighborhood needs and continues to be a means for eliminating blight. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Unique City lots stabilized, greened, and maintained ¹	12,841	12,481	12,000	12,000
Land Bank: Number of tax foreclosure properties acquired ²	275	147	325	325
Land Bank: Number of publicly-owned properties disposed of for redevelopment activities within reporting period	95	27	325	325
Land Bank: Gross revenue generated from land sales ³	\$2,246,947	\$236,352	\$2,200,000	\$2,200,000

¹ This measure is calculated as a point in time at the end of the quarter. The number of unique lots greened and cleaned includes land stabilization programs (such as initial cleaning, soil treatment, tree planting and fencing of up to 300 new selected blighted lots) and land maintenance.

² This measure captures the number of new properties acquired by the Land Bank. This measure is likely to vary from year to year but will stabilize eventually.

³ These funds support operations and further redevelopment activities. The Land Bank has \$3.8M for acquisition and maintenance.

HOUSING DEVELOPMENT PROGRAM

DPD’s housing development programs are carried out through Division of Housing and Community Development (DHCD), Philadelphia Redevelopment Authority (PRA) 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 and access new affordable housing opportunities.

Accomplishments: DPD housing resources focus on sustaining and expanding homeownership and rental housing, preventing homelessness, and investing in the production of new affordable units. In FY19 DPD, in partnership with City Council, other City departments, and a broad group of resident and organizational stakeholders, completed the City’s first Housing Action Plan.⁵² 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. As part of the plan, the Administration committed \$61.3 million in new funding for affordable housing over the next five years.

Additionally, DPD continued work on its Residential Tax and Mortgage Foreclosure Prevention Program, which postpones sheriff sales for owner-occupied properties and gives homeowners an opportunity to meet with a housing counselor. With the assistance of the counselor, homeowners then meet with a representative of their mortgage lender to explore alternatives to foreclosure. In FY18, the program diverted over 1,000 homes from foreclosure.

DPD also entered into a new partnership with the JPMorgan Chase Foundation to expand DPD’s First Time Home Buyer Program, an opportunity for low and moderate-income households to become first time home buyers. In FY18, under DHCD’s existing settlement grant program, a total of 181 households completed the required pre-purchase counseling and received a \$500 settlement grant toward the purchase of a new home. Receipt of a mid-year JPMorgan Chase Foundation grant of \$275,000 enabled DHCD to increase the settlement assistance to \$1,000.

⁵² The full report can be found at: <https://www.phila.gov/media/20181009152254/Housing-Action-Plan-for-HAB-10-10-18.pdf>

Through a combination of local Housing Trust Fund (HTF) and federal Housing and Urban Development (HUD) funding, DHCD supports and PRA administers creation of new affordable homeowner and rental housing projects for special needs populations, including veterans, seniors, the formerly homeless, children, and people with disabilities in communities throughout Philadelphia. In FY18, 213 new, affordable housing units for low-income households were created.

In addition, DPD also offers several programs to assist homeowners with improvements to their homes. These home repair programs include the Basic Systems Repair Program (BSRP), Adaptive Modification Program (AMP), the Weatherization Assistance Program (WAP), and the Emergency Heater Repair Program. The BSRP provides repairs to electrical and plumbing systems, replaces heaters and roofs (when they are leaking severely), and addresses other systems problems with repairs up to \$18,000. The AMP provides individuals who have permanent physical disabilities with free adaptations to their homes or apartments, allowing easier access to and mobility within the home. The WAP provides free weatherization and energy-efficiency improvements to owner-occupied and rental units and the Emergency Heater Repair Program provides emergency heater repairs to income-eligible homeowners. In FY18, nearly 7,000 households received assistance under these home improvement programs.

The City of Philadelphia issued bonds in the Spring of 2017 to address the backlog of clients seeking services under the various home repair programs. These programs were estimated to have a seven-year waiting list at that time, due to lack of funds. PHDC has addressed the backlog for the Home Improvement Programs and can accept new applications from homeowners needing emergency repairs. Since the bond issuance, PHDC served 6,920 households in FY18 and anticipates serving 7,400 in FY19.

Plans for Fiscal Years 2020-2024: DHCD will continue to implement the Residential Tax and Mortgage Foreclosure Prevention Program and anticipates serving 1,100 in FY20. DHCD will provide pre-purchase counseling and closing cost assistance to enable 275 first-time home-buyers to purchase their first home during calendar year 2019. DHCD will also continue to provide additional home repair services supported by Mayor Kenney’s ordinance authorizing a \$60 million bond issuance in the spring of 2017. In FY20, the four home repair programs (BSRP, WAP, AMP and Heater Hotline) will support 7,400 low-income households to improve their housing conditions. The PRA will also continue to support the creation of an annual 300 new affordable units for low-income residents, including those with special needs.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Identify new non-General Fund funding sources to support housing production and preservation through the relationships between health and housing. Establish new partnerships to fund effective programs with foundations and private partners. Expand services to include more intensive financial counseling to assist residents to become new homeowners and to help tenants avoid eviction. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Mortgage and tax foreclosures diverted ¹	1,088	643	1,100	1,100
Homes repaired (BSRP, Weatherization, Heater Hotline, and AMP) ²	6,920	3,317	7,400	7,400
Residents receiving pre-purchase counseling that received a settlement / downpayment assistance grant ³	181	107	275	275
Number of affordable housing units created ⁴	213	268	300	300

¹ Output is driven by available program funding. To prevent homeowners from becoming homeless due to foreclosure, the program links a Court of Common Pleas order requiring that homeowners facing foreclosure have an opportunity to meet with their lenders to negotiate an alternative to foreclosure with City-funded housing counseling, outreach, a hotline, and legal assistance. Foreclosures are a function of the market; therefore, the number of mortgage foreclosures diverted is subject to fluctuation.

² Output is driven by available program funding. The Basic Systems Repair Program (BSRP) is a grant-assisted program that allows the Philadelphia Housing Development Corporation to make repairs to the basic systems (plumbing, heating, roofing, electrical and structural repairs) of homes owned and occupied by low-income Philadelphia residents. Grant repairs can be completed up to a limit of \$18,000 per property. A \$60 million bond issuance in the spring of 2017 is providing additional home repair services over three years, helping to eliminate the waiting lists for these programs. The FY19 target is higher than the FY18 year-end, as Planning and Development is adding the Adaptive Modification Program (AMP) in FY19. AMP is expected to increase the overall number of homes repaired in FY19 to exceed FY18 performance.

³Historically, this has averaged 200 per year. Community Development received a grant from Chase that will enable them to do another 75 grants this year. This grant is likely recurring. Typically, people who receive grants are more likely to stay in their homes in the long term. Grants get people over the finish line of purchasing a home. Community Development is also exploring additional outside grants that would enable the program to dole out more grants and grow this initiative.

⁴This measure counts rental and homeowner units funded via the Housing Trust Fund, plus a blend of other dollars.

POLICE

MISSION

The mission of the Philadelphia Police Department (PPD) is to make Philadelphia one of the safest cities in the country. The PPD partners with communities across the city to: fight crime, the fear of crime, and terrorism; enforce laws while safeguarding people’s constitutional rights; provide quality service to all Philadelphia residents and visitors; and recruit, train, and develop an exceptional team of employees.

AVIATION PROGRAM

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.

Accomplishments: In FY19, the Aviation Program maintained its focus on training to ensure that personnel are always prepared to respond to airport-specific safety concerns. Table-top and live action exercises were completed which focused on multi-agency active shooter training for both the terminal and on an aircraft, seat extraction from an aircraft, and multi-agency response to an aircraft crash.

Plans for Fiscal Years 2020-2024: In future years, Aviation is planning to pursue grant funding to deploy additional fixed Automated License Plate Readers (ALPRs) throughout the Philadelphia International Airport. The ALPRs will enhance security for travelers in to and out of the Airport. Aviation also plans to work with the Transportation Security Administration (TSA) to pursue additional canine teams. Training will continue to be enhanced through table-top exercises and drills with internal and federal partners to ensure a more efficient response to potential critical incidents.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Reduce the number of stolen rental vehicles. (This includes vehicles that are rented and never returned and vehicles stolen off rental car company lots.) 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of stolen rental vehicles ¹	88	80	A reduction from FY18 actual	A reduction from FY19 actual

¹ This includes both vehicles that are rented and never returned and vehicles that are stolen off the rental companies’ lots. The Airport District has seen an increase in these incidents. Airport Police are aggressively working with internal and external partners to address the increase.

CRIMINAL INVESTIGATIONS PROGRAM

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.

Accomplishments: During the last year, the Police Department continued to work to improve public safety, reduce crime, and investigate criminal acts. While the total number of Part 1⁵³ violent crimes decreased by four percent from the first half of FY18 to the first half of FY19, the number of shooting victims and homicides has continued to increase at a concerning rate over this same time period: 20% and 27%, respectively. In September 2018, in response to this alarming trend, Mayor Kenney issued a call for a violence prevention and reduction plan. In January of 2019, the City released the “Roadmap to Safer Communities,” a comprehensive plan that establishes a strategy for gun violence prevention and reducing

⁵³ Under the Federal Bureau of Investigation’s Uniform Crime Reporting guidelines, Part 1 crimes are classified as murder and nonnegligent homicide, rape, robbery, aggravated assault, burglary, motor vehicle theft, larceny-theft and arson.

rising gun violence rates. The Plan takes a public health approach and uses science and data to better understand the problem.

The Department has also continued to work to improve the homicide clearance rate over the last year. However, homicide clearance rates have decreased by about five percentage points over the last year fiscal year, from 46.1% in the first half of FY18 to 40.9% in the first half of FY19. PPD is working to improve this rate through enhanced analytical capacity and technology. Additionally, the PPD’s Homicide Unit and Intelligence Bureau are collaborating to clear cold cases using methods such as accessing non-traditional systems to identify the location of individuals with active warrants.

Plans for Fiscal Years 2020-2024: PPD will add additional staff, including detectives, supervisors and personnel with technology training, to the Homicide and Special Victims Units to ensure that adequate resources are available to investigate homicide and sexual assault case loads.-To improve cooperation from witnesses and information sources, staff will employ various forms of media, including social media, to ensure the community is aware of rewards given for assisting with investigations. Additionally, PPD will increase use of warrants in order to increase focus on identified and wanted offenders to arrest before they re-offend.

PPD recognizes that there is no singular remedy for the prevalence of gun violence on Philadelphia’s streets. Accordingly, the Department employs a comprehensive strategic plan to combat gun violence and improve the quality of life for Philadelphia’s residents and visitors. The overarching strategic plan is known as the “Violent Crime Response Strategy” (#PPDVCR). Included within the framework of #PPDVCR is “Operation Pinpoint,” which combines the most effective elements of the Community-Oriented and Intelligence-Led policing models. Operation Pinpoint is a multifaceted, crime-fighting and information-sharing strategy designed to identify, collect, analyze, and disseminate information that officers and commanders need to target the worst violent offenders and areas. It integrates all that Police knows about policing the city’s neighborhoods in a planned, targeted, and measurable way. By combining “hot-spot” policing, offender focus, problem-solving, and community policing, along with using data, technology, and on-the-ground experience, this strategy “pinpoints” the worst offenders and neighborhood attractors for crime; and operates in conjunction with the community, within the most volatile targeted areas. Through focusing efforts, Police can ensure that it employs its resources in the most effective way possible to keep neighborhoods safe from violence. The FY20-24 Five Year Plan adds almost \$7.9 million for Operation Pinpoint over five years.

In collaboration with PPD partners, Police is confident that Operation Pinpoint will augment its existing crime prevention and response strategies and initiatives and will have an appreciable impact on gun violence in Philadelphia.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Increase the homicide clearance rate. • Increase the sexual assault clearance rate. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Homicide clearance rate ¹	47.0%	40.9%	60.0%	60.0%
Sexual Assault clearance rate	64.7%	71.4%	Increase from prior year	Increase from prior year
Average number of days to process a gun permit ²	11	16	≤ 45	≤ 45

¹ PPD plans to increase the Homicide Clearance Rate through enhancing analytical capacity and technology as part of the Violent Crime Reduction Strategy (PPDVCR). In addition, the Homicide Unit and the Intelligence Bureau have been collaborating on clearing cold cases by accessing non-traditional systems to identify locations of individuals with active warrants, or by exceptional clearance. Exceptional clearance is used in certain situations where elements beyond law enforcement’s control prevent the agency from arresting and formally charging the offender. It includes but is not limited to the death of the offender, a victim’s refusal to cooperate with the prosecution after the offender has been identified, or denial of extradition because the offender committed a crime in another jurisdiction and is being prosecuted for that offense.

² This is set by state law at 45 days. PPD is working to comply with a court mandate to process gun permits in accordance with this requirement.

FIELD OPERATIONS PROGRAM

This program is responsible for policing and encompasses officers, special patrols, highway patrol, the Commissioner, and the department's leadership team.

Accomplishments: In FY18, the PPD created a homeless outreach team in the East Police Division, which encompasses the Kensington/Fairhill neighborhoods where some of the highest rates of overdose deaths have occurred in Philadelphia. As part of the Philadelphia Resilience Project, the City's emergency response to combat the opioid epidemic in Kensington and surrounding neighborhoods, staff within this program is assisting in finding social services for people addicted to opioids. To date, there has been a significant reduction in mass overdose events and four encampments in the Kensington neighborhood have been closed.

The PPD has also continued to deploy new Mobile Mini Stations into high crime areas, bringing the citywide total to five. These mobile stations, which consist of motorhomes outfitted for police use, serve as portable command posts in their respective neighborhoods and allow the department to provide a more dedicated presence in these areas. This deployment also supports work done through the Department's Operation Pinpoint, which is a multifaceted, crime-fighting and information-sharing strategy designed to identify, collect, analyze, and disseminate information that officers and commanders need to target the worst violent offenders and areas.

PPD's Community Relations Unit has been elevated to Division status with the assignment of an Inspector to oversee the Division. The unit also has a sergeant, who in addition to his normal duties, will serve as a



Remembering the fallen heroes.

liaison to the LGBTQ+ community. In the 26th Police District, the PPD renovated and opened a Police Athletic League (PAL) Center. PAL centers provide sports and other types of programming to youth in some of the City's highest crime and lowest income neighborhoods. The Department has also implemented a program to open PAL Centers on Friday and Saturday nights during the summer.

Plans for Fiscal Years 2020-2024: The FY20 budget adds 50 police officers, to bring the total general-fund supported strength to

6,575. This annual investment of over \$3 million will help the Police with its mission of fighting crime and the fear of crime, and further its ability to ensure the success of the Mayor's violence strategy.

Additionally, PPD will work to better implement data-driven policing techniques, including utilizing neighborhood surveys to better understand the needs of the community.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Increase the number of Federal prosecutions that involve gun crimes. • Increase the number of Bicycle Patrol Officers. • Increase the number of children involved in the Police Athletic League. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of shooting victims ¹	1,274	769	A reduction from FY18	A reduction from FY19
Number of homicides ¹	309	203	A reduction from FY18	A reduction from FY19
Number of part 1 violent crimes	14,719	7,463	A reduction from FY18	A reduction from FY19
Number of burglaries	6,496	3,461	A reduction from FY18	A reduction from FY19
Cumulative number of bike patrol officers	449	580	10% increase over FY18	10% increase over FY19
Number of children enrolled in PAL centers ²	N/A	19,671	10% increase over FY18	10% increase over FY19

¹The Police Department is implementing Operation PINPOINT, a component of the PPD Violent Crime Reduction Strategy, in an effort to reduce the killings and shootings in Philadelphia.

²"Enrolled" refers to children who sign up to attend one or more events. These are individuals for whom the PAL center has names and contact information and to whom membership-type cards are issued. PAL transitioned to a new computer system, so FY18 is shown as N/A. During the transition, duplicate information was identified, which had resulted in a miscount in attendance.

FORENSICS PROGRAM

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.

Accomplishments: The Office of Forensic Science (OFS) has maintained its International Accreditation and has continued to implement process improvements through Lean Six Sigma projects, achieving greater efficiency in the work done by its staff. For example, OFS doubled the number of completed cases from approximately 500 completed cases in 2017 to 1,000 completed cases in 2018. OFS also eliminated the backlog of untested Sexual Assault Kits (SAKs) and established processes for all new SAKs to be worked within ninety days of receipt.

The Philly Fast Brass program added an additional Integrated Ballistic Identification System (IBIS) and continues to process all suitable firearm evidence within 24-48 hours of receipt, providing actionable intelligence to the Philadelphia Crime Gun Intelligence Center to assist investigators.

Plans for Fiscal Years 2020-2024: PPD will work to obtain and maintain forensic accreditation for the Digital Media Evidence Unit (DMEU), a newer unit within the Forensic Program. The DMEU is the forensic Unit that is responsible for the technical examination and evidence storage of digital media from body worn cameras, video interviews, crime scene processing, and any other sources of seized digital evidence.

Additionally, the Department will implement BEAST (Barcoded Evidence Analysis Statistic Tracking), a new capital-funded laboratory information management and evidence management system. Implementation of the system across the PPD will modernize the City's system of barcoded evidence tracking to allow for immediate electronic chain of custody on all evidence and a more efficient method to prioritize forensic examinations.

PPD will also implement a Rapid DNA program to process reference samples within as little as two hours. The Department will also develop and validate procedures to allow for the triage of specific evidence samples via Rapid DNA.

Finally, PPD will develop and implement plans with the District Attorney’s Office and courts to better respond to the increased and more complex submissions of drug evidence from the opioid crisis.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Upgrade the BEAST (Laboratory Information Management System) to improve automated workflows in the OFS and evidence tracking throughout the PPD. Complete additional Lean Six Sigma projects throughout the OFS to improve efficiencies and increase productivity. Provide actionable intelligence for investigations and meet all trial commitments through continued improvements to casework productivity. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of cases (submissions) received	30,365	14,846	30,000	30,000
Number of investigative leads provided to investigators through forensic databases (ballistic, DNA, and prints) ¹	1,509	1,231	Increase over FY18 actuals	Increase over FY19 actuals
Percentage of new sexual assault kit (SAK) cases completed within the recommended 180 days, as stated in Act 27	36.8%	86.1%	60.0%	100%

¹ The Department has set targets, but actual performance is dependent on evidence available in the forensic database.

INTELLIGENCE AND HOMELAND SECURITY PROGRAM

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.

Accomplishments: In FY18, PPD successfully policed over 1,300 protests and special events, including Made in America, Welcome America and the Super Bowl Championship Parade, with no incidents of major property damage or injuries to the public or police.

Plans for Fiscal Years 2020-2024: PPD will continue to investigate and incorporate new policing technology into its operations. The Department will also continue to adjust operations plans and deployment of personnel to support PPD’s crime fighting efforts.

FY20 Strategic Goals
<ul style="list-style-type: none"> Increase the number of suspicious packages investigated.

ORGANIZATIONAL SUPPORT SERVICES PROGRAM

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.

Accomplishments: The FY19-23 Five Year Plan included a significant investment of nearly \$100 million to provide the department with full funding to reach uniform staffing levels of 6,525. The PPD has worked to fill vacancies to reach and maintain authorized strength levels. As of the second quarter of FY19, there were 6,475 filled positions. Police anticipates reaching 6,525 filled positions in March 2019.



Welcoming the next generation.

Other accomplishments include opening the City’s new 911 Training Center, which is now operational, and the new training location for the Communications Bureau.

PPD has also continued to expand the Body Worn Camera Program and to increase the distribution of naloxone, the opioid overdose reversal drug, to more officers throughout the city.

Plans for Fiscal Years 2020-2024: PPD will continue efforts to maintain uniform and civilian staffing levels and to increase minority hiring within the sworn ranks of the PPD. To increase transparency and build public trust, the Plan also

includes funding for the Police Department to purchase nearly 1,500 additional Body Worn Cameras. These additional cameras will allow the department to accelerate the department’s ability to outfit all police officers.

The Six-Year Capital Program and Five Year Plan also include significant investments in public safety infrastructure. The Capital Budget proposes funding of \$90 million in new general-obligation debt, alongside operating revenue capital funds, to support the construction and outfitting of new and renovated Police facilities, as well as the new Philadelphia Public Safety Building at 400 N. Broad Street. The Philadelphia Public Safety Building will house a number of public safety functions including Police Administration, the 6th and 9th Police Districts, the 911 Unified Call center, and the Police Department’s Central Detective Unit, along with the City’s Medical Examiner’s Office. Construction is anticipated to be completed by December 2020.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Increase the number of minority officers. • Increase the number of body-worn cameras deployed by officers. • Maintain authorized sworn positions. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percentage of authorized sworn positions filled ¹	99.7%	99.1%	100.0%	100.0%
Percentage of in-service police officers that have received reality-based training (RBT) ²	78.0%	84.9%	86.0%	95.0%
Percent of officers trained in the administration of Naloxone in high-need areas of the city ³	45.0%	47.3%	50.0%	60.0%
Number of body-worn cameras deployed during the reporting period	747	35	200	200
Percentage of 911 calls answered within 10 seconds ⁴	92.7%	88.9%	≥ 90.0%	≥ 90.0%
Percent of officers who are female ⁵	21.7%	21.5%	52.7%	52.7%
Percent of officers who are minority ⁶	45.1%	46.8%	57.9%	57.9%

¹ “Authorized” refers to the number of budgeted positions.

² Reality-based training (RBT) is a law enforcement training tool that simulates the mental and physical reactions experienced in high-stress situations in order to help officers prepare for encountering similar situations on the job. RBT is new to the Police Department. The eventual goal is to have all patrol and special patrol officers trained with RBT. The Department is first administering RBT to all patrol and special patrol officers and hopes to revert to a three-year training rotation cycle whereby all officers are retrained within the three-year period.

³ “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.

⁴ This benchmark is tied to grant funding: the Department is eligible for funding when this rate is at or above 90%.

⁵ Target is based on census data for Philadelphia. PPD is focused on recruitment efforts with the goal of having the police force reflect the demographics of the city. PPD continually strives to hire a workforce that represents all communities within the City of Philadelphia. The Recruitment Unit has done recruiting drives which focus on bringing females into the Department. Additionally, PPD continues to explore different recruiting methods to increase the female workforce.

⁶ Target is based on census data for Philadelphia. PPD is focused on recruitment efforts with the goal of having the police force reflect the demographics of the city. PPD continually strives to hire a workforce that represents all communities within the City of Philadelphia. The Recruitment Unit has done recruiting drives which focus on bringing minorities into the Department. Additionally, PPD continues to explore different recruiting methods to increase the minority workforce.

PROFESSIONAL STANDARDS PROGRAM

This program is responsible for ensuring the integrity of the department through fair, thorough, and proactive investigations of alleged police misconduct.

Accomplishments: PPD has continued to conduct investigations into alleged police misconduct. Over the course of FY18, the department has seen a reduction of 4.3% in the number of complaints issued against police.

Plans for Fiscal Years 2020-2024: The department will complete the transition from collecting crime data using the Uniformed Crime Reporting (UCR) System to collecting crime data using the National Incident Based Reporting System (NIBRS), as mandated by the Federal Bureau of Investigation. NIBRS will replace the UCR program for all municipalities by 2021 and will allow for the collection of much greater detail regarding individual crime incidents.

The Department will also complete implementation of its customer service initiative, designed to improve interactions between personnel and the public when they enter police stations.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Fully implement the Customer Service Initiative throughout all Patrol Districts. Further reduce Complaints Against Police by an additional five percent. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of civilian complaints against police officers	625	312	A reduction from FY18	A reduction from FY19
Percent of investigations of civilian complaints against officers completed within 90 days ¹	N/A	51.3%	60.0%	65.0%
Number of Police-Involved Shootings	31	12	A reduction from FY18	A reduction from FY19

¹ The 90-day requirement is an internal policy. This is a new measure for FY19, so prior-year data is not available.

PRISONS

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 currently operates five facilities: the Alternative and Special Detention Center (ASD); the Curran-Fromhold Correctional Facility (CFCF); the Detention Center (DC); the Philadelphia Industrial Correctional Center (PICC); and the Riverside Correctional Facility (RCF). To prepare incarcerated people for successful re-entry after their release, PDP offers the following programs and services: job training; educational services; parenting classes; substance abuse services; medical; behavioral health therapy; and counseling, individual, and group therapy.

ADMINISTRATION PROGRAM

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.

Accomplishments: In FY19, this program continued to focus on increasing administrative efficiency, enhancing training capacity, and promoting sustainability. PDP implemented the Department's new inventory

management system (wizard) which added all inventory stored at the PDP warehouse and is currently adding all PDP maintenance inventory as well. This new system will accurately account for all purchased inventory as well as all requisitioned inventory worth close to two million dollars.

PDP has also worked to fill staffing shortages for posts throughout its facilities. With the closure of the House of Correction (HOC), PDP was able to redeploy staff to other posts, filling vacancies that would otherwise have to be filled with overtime. PDP has also created a Medical Transportation Unit (MTU) with dedicated staff, enabling the avoidance of overtime costs associated with pulling staff from other facilities to staff open wards and back-filling those posts with overtime. Additionally, two cadet classes started at the Training Academy in the first half of FY19. Once deployed, these classes will add 62 positions, helping to maintain a lower vacancy rate and reduced overtime usage.

The newly assigned Training Academy Director instituted a Crisis Intervention Team (CIT), assisted by the National Institute of Corrections (NIC). The new CIT allows security staff, mental health staff and other support staff to work as a team to help reduce crisis situations, improve safety, and promote better outcomes for persons with mental illness.⁵⁴ The Training Academy also implemented explicit and implicit bias training, and staff are being trained on an ongoing basis, at a rate of approximately 20 per month.



1st Crisis Intervention Team, September 28, 2018.

⁵⁴ National Institute Corrections CIT statement.

In August, the new payroll time and attendance management system was initiated at CFCF. The new tracking system will accurately track employee vacation, sick and Family and Medical Leave Act (FMLA) time while maintaining and monitoring overtime usage. The new system is expected to enable better utilization of staff.



The PDP orchard/horticulture training program has 36 chickens and one rooster.

The PDP's Office of Sustainability offers several vocational programs to inmates relating to urban greening and sustainable land care. For example, the PDP offers an orchard/horticulture training program which produces organically-grown food and houses dozens of chickens and one rooster. The program, with guidance from the U.S. Environmental Protection Agency (EPA) and assistance via a non-profit, is donating food that it produces to local food banks (approximately 600 pounds so far in FY19). The horticultural program is also working with the EPA to create a formal policy regarding the distribution of fruit harvested from the program, with the goal of donating 10% to local community food banks. In FY19, the EPA recognized PDP for its food recovery

achievements, including having composted 44,344 tons of wasted food in 2017. This enabled the City to avoid approximately \$28,000 in landfill fees. PDP is also currently working with the Philadelphia Water Department to implement and incorporate storm water management into PDP programs and identifying sites for the development of rain gardens.

Plans for Fiscal Years 2020-2024: Due to continued reduction in the census, Prisons' budget assumes a \$10 million annual reduction (\$50 million over the life of the Plan).

PDP will complete installation of the new payroll and time management system, adding additional CFCF staff to the system in the first half of FY20. PDP's four other facilities and ancillary units will be added by the end of FY20.

PDP's Management Information System (MIS) is currently working with the Office of Innovation and Technology (OIT) to replace PDP's integrated jail management system, which is called Lock and Track. The replacement is expected to take approximately three years to complete. Lock and Track is a data warehouse containing admission through discharge information for all PDP inmates and has been utilized for over twenty-five years. It allows for proper care and custody management, while also maintaining historical information after inmates are released. MIS is also working on transferring all PDP computer application servers from MIS trailers to the OIT's Data Center at 1234 Market Street.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Expand the Payroll Time and Attendance Management System from the CFCF pilot program to all PDP facilities. Continue to work with the EPA on creating protocols to provide food to local food banks. Select a new integrated jail management system to replace Lock and Track. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percent of newly admitted inmates that are processed and housed within 24 hours of admission ¹	100%	100%	100%	100.0%
Percentage of budgeted positions (uniform only) filled ²	94.6%	99.0%	99.0%	95.0%
Average daily prison census: number of inmates in custody ³	6,158	5,012	5,200	4,500
Actual spend on overtime (year-to-date) ⁴	\$33.5 million	\$11.8 million	Reduction from prior year	Reduction from prior year

¹ The 24-hour period is a self-imposed threshold and not a legal requirement. However, the goal is for 100% of inmates to wait no longer than 24 hours (current average is 8-10 hours).

² In order to control overtime costs and properly care for inmates, PDP needs to be able to maintain certain uniform (correctional officer) staffing levels at its facilities. These staffing levels depend on the size of the census, as well as the classification and custody level of the inmates and other factors outside of the Prisons' control, such as the need for prisoner transports. High vacancy rates and leave usage (in particular, FMLA) among correctional officers negatively impact PDP's ability to meet these staffing levels, resulting in the need for mandatory overtime. Those candidates that do not meeting the indebtedness criteria will be referred to central Human Resources for determination.

³ Since the PDP population is housed under judicial order, the PDP has little control over the population. Prisons' goal is based on historic census trend from FY14. This is the average of all of the days in the given reporting period.

⁴ This measure captures total department overtime and includes maintenance overtime. Closing HOC resulted in an increase in the number of Correctional Officers in the remaining five facilities, reducing overtime usage. In addition, the creation of the new Medical Transportation Unit also reduced overtime usage.

MAINTENANCE PROGRAM

This program is responsible for the efficient operation of the Prisons' physical plant and related equipment for preventative and restorative maintenance needs and manages the department's capital program. This program includes City and contractual maintenance, water treatment, and Title V permits.⁵⁵

Accomplishments: This program completed several key capital projects in FY19. These projects include new water service and driveway resurfacing for the PDP Training Academy; interior demolition and remediation of the PDP campus boiler house, which will house PDP's new switchgear and automatic power transfer switch and new upgraded light-emitting diode (LED) lighting was completed at CFCF and at RCF. In addition, at CFCF, security upgrades that began in FY18 continued in FY19. Security system upgrades were made to peripheral areas, such as corridor booths and center control.



A new water service was installed underneath the repaired asphalt at the Holmesburg Training Academy, eliminating the disruption of water service.

⁵⁵ Title V of the Clean Air Act requires major sources of air pollutants, and certain other sources, to obtain and operate in compliance with an operating permit. Air Management Services requires that several pieces of equipment meet air emissions standards to renew annual operating permits. As part of the operating permit process, testing of equipment air emissions must be documented. A contracted independent air management firm calculates the amount of air emissions generated by qualifying equipment. The operating permit sets the level of emissions allowed each year. If that limit is exceeded, Prisons is required to purchase nitrogen oxide allowances.

Plans for Fiscal Years 2020-2024: New roofs at PICC and CFCF will be completed; and additional parking lot improvements and roadway paving throughout the PDP campus will be made.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Complete the process of entering of inventory into the new inventory system and implement the tracking of supplies and equipment and work orders. • Continue to upgrade to energy-efficient lighting throughout the PDP. • Continue to implement security system upgrades at PICC. • Continue system-wide upgrades as necessary. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Average daily rate of out-of-service cells ¹	49	16	≤ 20	≤ 20
Total amount of overtime for maintenance staff ²	\$800,202	\$371,356	Reduction from prior year	Reduction from prior year

¹ This measure tracks the average number of cells out of service due to maintenance issues. The lower targets take closure of the House of Corrections into account.

² Overtime for maintenance staff is driven by staffing levels and emergency needs.

MEDICAL AND PSYCHIATRIC SERVICES PROGRAM

This program includes contracted medical and psychological services as well as drug treatment for eligible inmates. These services are consistent with community standards ensuring that cost-effective, quality health care is provided for all inmates in PDP custody.

Accomplishments: The Medical and Psychiatric Services program continued its focus on serving inmates who have been impacted by opioids. In February 2018, PDP initiated an expansion of Medication-Assisted Treatment (MAT) options to include giving low doses (eight milligrams) of buprenorphine to opioid-addicted individuals who are not maintained on methadone. The program was expanded in September 2018 to serve male inmates in other PDP facilities. Inmate participation is dependent on an initial evaluation conducted by one of PDP’s board-certified addiction specialists. Participants are also offered Cognitive Behavioral Therapy provided by Northeast Treatment Centers (NET). About 90% of eligible women and 80% of eligible men choose to participate in this MAT program. In addition, PDP staff make post-release appointments for sentenced buprenorphine patients. These appointments are with community MAT providers identified by Community Behavioral Health. Naltrexone, which helps patients remain free of dependence on opiate drugs or alcohol, is also being offered to all eligible patients, starting in February 2019.

In addition, all inmates and visitors are shown training videos that address risks of overdose after release. PDP and Prevention Point Philadelphia have created Public Service Announcements (PSAs) that describe the risk of overdose immediately after release from confinement, what naloxone (the opioid overdose reversal drug) does, how to administer naloxone, and how to obtain naloxone. These PSAs are being made available to be shown in waiting areas at City Hall, the Municipal Service Building, and the Defender Association. Every inmate is given the state standing order prescription for naloxone upon release, and every inmate placed on Calculated Opioid Withdraw scale (COWs) or Clinical Institute Withdrawal Assessment (CIWA) protocol is offered a two-dose nasal spray naloxone kit on release.

In July 2018, PDP also began rolling out the Thinking Right: Living Right Out-of-Cell Therapeutic Program. This program is designed to increase inmates’ hours of out-of-cell time by 10 hours per week through behavioral health care for PDP segregation inmates (inmates are generally confined to a cell for 22-23 hours per day). Thinking Right: Living Right focuses on development of alternative behavior patterns that are incompatible with antisocial behavior; problem-solving skills; anger management; critical and consequential thinking skills; building positive peer relationships; improvement of family and parenting skills; occupation and education skills; leisure and recreation skills; and substance use recovery skills.

Lastly, PDP continues to offer the Released with Care (RWC) program. RWC aims to assist inmates who have specific, serious health needs in continuing their treatment once released from PDP to the community. In order to facilitate this continuity of care, the RWC team meets with inmates within three days of their admission to obtain information necessary to enroll them in MA. This service is offered to all inmates. The RWC team then identifies individuals with serious health conditions 30-45 days prior to their scheduled release in order to identify a suitable care provider in each inmate’s community (often a Federally Qualified Health Center) and make an appointment for the inmate. In addition, the RWC team meets with all inmates who are enrolled in MAT within two days of their admission to discuss discharge planning and continuity-of-care options.

Plans for Fiscal Years 2020-2024: PDP will continue to implement and expand programs and services for the inmate population. The buprenorphine program will expand with newly admitted patients and, similarly, the Released with Care program will expand as the buprenorphine program expands and as the service is extended to additional chronic care cases. In addition, PDP hopes to be enrolling almost all inmates in Medical Assistance by the end of FY19. Expanding this coverage will allow PDP to offer naloxone kits to nearly all released inmates.

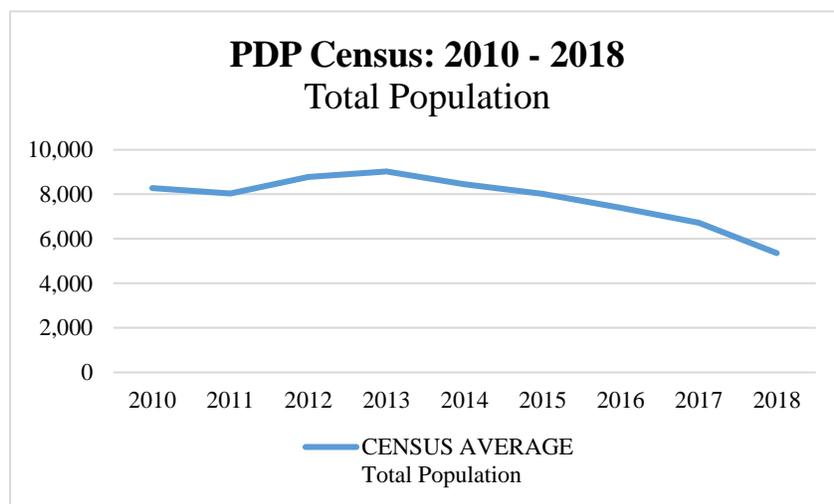
FY20 Strategic Goals				
<ul style="list-style-type: none"> Continue MAT and CBT programs, services to reduce segregation time, and recovery support for substance use inmates. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percentage of eligible inmates receiving behavioral medications within 48 hours of admissions ¹	90%	90%	90%	90%
Percentage of STD-positive patients treated before release ²	86%	85%	90%	90%

¹ Inmates are assessed by the PDP medical team and those presenting physical or behavioral health illnesses are eligible for treatment. However, some elect to decline treatment.

² Proper treatment for these diseases leads to better health outcomes for individual patients and a lower rate of transmission. PDP anticipates that an increase will be achieved during the second half of the year through continuing education of responsible clinical staff on all shifts (24/7) to assure that the new testing protocol provides test results as early as possible.

SECURITY AND OPERATIONS PROGRAM

This program operates a secure environment to ensure public safety, maintain a safe working environment for employees, and sustain humane and safe living conditions for inmates. This program includes inmate classification, movement, release, 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 SAVIN (victim notification).



Accomplishments: Over the last year, PDP saw an additional 27% reduction in the inmate population from 6,405 in January 2018 to approximately 4,700 as of January 2019. In 2015, Philadelphia’s criminal justice partners launched a system-wide reform effort to reduce the jail population and reduce the rate of racial, ethnic and economic disparities in the criminal justice system. This reform work is supported by the MacArthur Foundation Safety

and Justice Challenge. Since the beginning of the reform effort, Philadelphia’s jail population has been reduced by approximately 42% (from 8,082 in July of 2015 to approximately 4,700 as of January 2019). These efforts resulted in the closure of the House of Correction, one of the City’s oldest and largest jail facilities. With this sustained decreased in population, the PDP was able to close not only the House of Corrections (HOC) in of the spring of 2018, but also the Alternative and Special Detention Central Unit-Mod 3, a four-unit 100 bed standalone facility that held minimum and community custody inmates, in November 2018.

The closure of the HOC has resulted in reduced utility and maintenance costs. It has also allowed staff previously housed at the HOC to be transferred to the five other facilities, reducing the post plan vacancy rate at these facilities from 15% to 6%, thereby requiring less overtime to be used to meet minimum staffing requirements at these facilities. Additionally, as mentioned above, PDP has implemented a Medical Transport Unit (MTU) to escort inmates to their various off-site clinic appointments as well as to provide coverage for those inmates admitted to the local hospital for further treatments and evaluations. The inception of the MTU has enabled the PDP to avoid additional overtime costs during the first six months of FY19 (\$1.8 million through December 2018), since PDP no longer has to detail staff as escorts to offsite medical appointments.

Lastly, PDP retained a contractor to commence a space and planning study and cost analysis, which began in May 2018. The final report for the cost analysis is expected in March 2019 while the final report for the space and planning study is expected in June 2019. The analysis will provide both short- and long-term efficiency plans for the future use of PDP’s facilities and land. The analysis will also include future plans for the HOC building.

Plans for Fiscal Years 2020-2024: PDP will work in tandem with the criminal justice partners to continue the implementation of the MacArthur Safety and Justice Challenge reform plan as the inmate population continues to decrease. PDP will also review recommendations of the space and planning study and cost analysis to ensure that it is operating as effectively and cost-efficiently as possible.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Continue efforts to safely reduce cost and assess and implement recommendations for effective and efficient operations of the PDP. Deploy staff as needed to accommodate the changing census throughout the PDP. Maintain the MTU to provide efficient staff to reduce overtime Work in tandem with MacArthur grant-funded efforts to reduce the inmate population. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Overtime costs avoided through use of the Medical Transportation Unit (year-to-date) ¹	N/A	\$1,809,633	\$3,500,000	\$3,600,000

¹ This is a new measure for FY19, so prior-year data is not available. The Medical Transportation Unit has a fixed number of staff to cover the local clinics and the first five open wards. Any additional open ward coverage and clinic emergencies are covered by the facilities. The MTU decreases the need for officers to leave the facility to cover outside housing medical trips, thus maintaining a staff complement in the facilities. These numbers are derived from the overtime rates of staff assigned to the MTU and are not net of the MTU’s operating costs.

SOCIAL SERVICES/REENTRY PROGRAM

This program provides training and services to support the right and capacity of inmates to make positive changes in their lives. Program functions include Professional Services/Social Services, Office of Reintegration Services (RISE), Vocational Skills Training, Philacor Inmate Trades Program, Inmate Education, Social Services, and Inmate work Programs.

Accomplishments: In FY19, PDP engaged the National Institute of Corrections (NIC) to assist in its search for a formalized risk/needs assessment tool, which is used to identify an individual’s risk to recidivate, as well as his/her criminogenic needs and areas of strength/protective factors in his/her life. NIC provides technical assistance to develop a framework to standardize the assessment process and develop continuity

of care for returning citizens to create transitional services for those returning from the prison to the community. A strategic planning committee was established to research current risk/needs assessments and has started the selection process. This committee is co-chaired by the Deputy Commissioner, Restorative and Transitional Services (RTS) staff, and personnel from the Managing Director's Office.

PDP has also taken steps to increase pre-release engagements with inmates. These engagements build trust and help ensure that returning citizens will follow through with accessing needed services in the community after release. Two staff members from Social Services and an Office of Reintegration Services (RISE) Re-entry Specialist have been relocated to the re-entry service unit located at the PDP campus to conduct pre-engagement for medium and close-custody inmates. Information about re-entry services is disseminated campus-wide.

Staff was also trained in using the Thinking for a Change (T4C) model, which aims to empower participants to become more aware of thinking, considering risks, and changing behaviors through its core curriculum. This model uses a cognitive behavioral approach, which has been empirically tested to have a positive impact on the target population. T4C was designed specifically for individuals in the criminal and juvenile justice system, with the intention of reducing recidivism.

PDP also repopulated an additional therapeutic community (TC) housing unit due to the reduction in population. PDP now has two TCs for its Opportunities for Prevention and Treatment Interventions for Offenders Needing Support (OPTIONS) program. OPTIONS, which served more than 3,300 inmates in calendar year 2018, is an abstinence program for inmates with substance use disorder that provides a 90-day behavioral cognitive educational awareness program, which utilizes group modality and individual counseling in a therapeutic environmental setting. OPTIONS provides addictive treatment services, including evaluation, education, and counseling to inmates in a treatment setting through a multiphase program structure. The OPTIONS program serves as the first step in the continuum of care from the prison to the community. OPTIONS continues its partnership with Treatment Court, a diversionary court for substance use citizens, and recently expanded to include Veterans Court, which is a diversionary court for justice-involved veterans.

The Social Services/Reentry program also continued to collaborate with the Free Library of Philadelphia on programming. Social Services expanded its the Stories Alive program to two additional jails. Stories Alive, which had 162 participants in FY18, gives the inmates the opportunity to participate in real time storytelling video conferencing with their children and caregivers at a designated library branch in the community. PDP also implemented two new initiatives, which are facilitated by the Library: a financial literacy class and local author talks to inmates. These initiatives afford the inmate population the opportunity to develop financial and technology skills that prepare them for re-entry and for obtaining gainful employment upon release.

Plans for Fiscal Years 2020-2024: This program will implement a risk/needs assessment tool for in-custody service engagement and re-entry planning; expand partnerships with City and community providers for pre- and re-entry services; and increase RTS staff training.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Implement the selected risk/needs assessment tool and an analysis of current program services to ensure that programming is designed to meet individuals' needs. • Increase training for RTS staff for cognitive behavioral interventions and best practices evidence-based programming. • Identify, implement, and/or enhance cognitive behavioral health interventions. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Sentenced inmates participating in an educational or treatment program ¹	81.5%	82.6%	80.0%	83.0%
Re-incarceration rate: one-year ²	38.1%	36.7%	38.0%	38.0%
Re-incarceration rate: three-year ³	55.0%	56.0%	≤ 55.0%	≤ 55.0%
Re-incarceration rate: five-year ⁴	62.9%	63.1%	≤ 63.0%	≤ 63.0%
Percentage of inmates with completed 5-, 30-, 75-day interviews and discharge plans ⁵	N/A	70.5%	80.0%	80.0%
Percentage of inmates assigned to programs and work assignments ⁵	N/A	83.2%	85.0%	85.0%
Percentage of medium and close custody inmates assigned to programs and work assignments ⁵	N/A	54.7%	70.0%	70.0%
Percentage of pretrial population assigned to programs and work assignments ⁶	N/A	66.0%	70.0%	70.0%

¹ Prisons is making every effort to enroll sentenced inmates in programs and work assignments. This measure refers to educational or treatment programs, which are one component of inmate placements. Pretrial inmates are placed into institutional or job training programming. All sentenced inmates have to participate in a program, but some are between jobs or are in segregation, meaning that they cannot participate in a program (thus, this measure is unlikely to reach 100%).

² PDP's one-year re-incarceration rate is based on the number of prisoners who are released from PDP custody and return to PDP custody. The measure for FY19 is comprised of prisoners released from July 1, 2017 through June 30, 2018. If an inmate returns within the specified date ranges one year from that window, that inmate is counted in the one-year figure.

³ PDP's three-year re-incarceration rate is based on the number of prisoners who are released from PDP custody and return to PDP custody. The measure for FY19 is comprised of prisoners released from July 1, 2015 through June 30, 2016. If an inmate returns within the specified date ranges three years from that window, that inmate is counted in the three-year figure.

⁴ PDP's five-year re-incarceration rate is based on the number of prisoners who are released from PDP custody and return to PDP custody. The measure for FY19 is comprised of prisoners released from July 1, 2013 through June 30, 2014. If an inmate returns within the specified date ranges five years from that window, that inmate is counted in the three-year figure.

⁵ This is a new measure for FY19, so prior-year data is not available.

⁶ This is a new measure for FY19, so prior-year data is not available. Policy states that priority is given to sentenced inmates that are mandated to participate in program and job assignments.

PROCUREMENT

MISSION

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 at the lowest price that meets the City's needs while ensuring a fair and open process. Procurement seeks to leverage the use of taxpayer money in a way that upholds trust by using sound procurement practices involved in a competitive bidding system.

SERVICES, SUPPLIES, AND EQUIPMENT (SS&E) PROGRAM

This program is responsible for Philadelphia's formal and informal contracts for procurement of City services, supplies, and equipment as per the requirements of the Philadelphia Charter (Section 8-200) and Philadelphia Code.



Eagles pendants were auctioned off during the Eagles' 2018 Super Bowl run.

Accomplishments: In FY19 Q1 and Q2, Procurement conducted a total of three Reverse Auctions, which allow vendors to bid and then re-bid against each other until the lowest price is reached. These auctions resulted in spending that was approximately 19% less than previously issued awards for the same services. Procurement also posted three Best Value Opportunities. Best Value allows public entities to review “competitive sealed proposals” or conduct “competitive sealed negotiations” to ensure competency and value.

Procurement can negotiate with the top qualified vendors to ensure bids are complete and compared on an “apples to apples” basis. This allows the City to evaluate vendors on factors other than price alone, including how the vendor delivered on-time and on-budget as well as meeting or exceeding Minority-, Woman-, and Disabled Business Enterprise (M/W/DSBEs) goals. Best Value offers the ability to negotiate pricing and include supplier diversity as a weighted criterion during the evaluation process. In addition, the selection committee is diverse and includes representatives from the Office of Economic Opportunity. One of the three opportunities has been awarded and resulted in two contracts. The other two Best Value contracts are currently in the contract evaluation process. The opportunity that was awarded allowed for multiple awards based upon the scope of work. The department is currently planning four Best Value Opportunities.

During FY18 and through Q2 of FY19, Procurement continues to decrease its processing time from bid to award. As compared to FY17 where processing reached an all-time high of 237 days, processing times as of 12/31/18 are 141, down by nearly 100 days.

In addition, the unit is now processing all procurement transactions through PHLContracts, the City's new eProcurement system, and has onboarded and trained all City and quasi-governmental agencies in use of the new system.

Plans for Fiscal Years 2020-2024: Procurement will continue to implement process improvements that will decrease processing times, increase competition for City contracting opportunities, and enhance the use of strategic sourcing initiatives, resulting in SS&E contracts that deliver the best value possible to the

City and its stakeholders. Procurement will also collaborate with departments to develop strategic purchasing plans that will result in forecasted opportunities, streamlined processes and improved communication with internal and external stakeholders.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Improve sourcing and marketing of bidding opportunities through partner organizations (Pennsylvania Public Purchasing Association, The Institute for Public Procurement, local Chambers of Commerce). • Increase vendor outreach to attract local, small, and diverse businesses through monthly vendor trainings. • Develop strategic purchasing plans with client departments to improve the City’s overall purchasing process. • Encourage professional staff to attend training and pursue professional certifications. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Average number of days from bid initiation to award ¹	130	141	110	130
Average number of bidders per awarded contract(s) ²	2.3	2.8	4.0	4.0
Percentage of Service, Supply and Equipment (SSE) contracts awarded to Minority-, Women-, and Disabled- Owned Business Enterprises (M/W/DSBEs) ³	27.1%	N/A	35.0%	35.0%
Percentage of Small Order Purchases (SOPs) awarded to M/W/DSBEs ³	12.8%	N/A	20.0%	25.0%

¹ SSE is experiencing longer processing times due to unexpected staffing changes.

² Procurement anticipates larger contracts during Q3 and Q4.

³ This is an annual measure, and FY19 data will be available at year-end. 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.

PUBLIC WORKS PROGRAM

Through this program, the City utilizes formal contracts for the procurement of its public works (construction) contracting for City-owned or leased facilities. This program also includes concessions contracts, which are public-private partnerships between the City and a business to generate revenue.

Accomplishments: Through the use of concession contracts, the program generated total gross sales (in all funds, across multiple City departments) of \$233.9 million in FY18, resulting in City revenue of \$41.9 million. The first quarter of FY19 has already generated \$70.5 million in revenue with a fee to the City of \$12.2 million.

Plans for Fiscal Years 2020-2024: Procurement will continue to engage in outreach and networking opportunities with the local chambers, quasi-agencies (Philadelphia Housing Development Corporation and Philadelphia Housing Authority), and state and local representatives. Procurement will also collaborate with other City departments to create networking opportunities and informational sessions focused on upcoming contract opportunities and to develop strategic purchasing plans that will result in forecasted opportunities, streamlined processes and improved communication with internal and external stakeholders. Lastly, Procurement will continue to develop successful process improvement initiatives, develop more efficient contract performance management measures, and improve bid and contract processing times.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Improve sourcing and marketing of bidding opportunities through partner organizations (Pennsylvania Public Purchasing Association, The Institute for Public Procurement, General Building Contractors Association and local Chambers). • Increase vendor outreach to attract local, small, and diverse businesses through monthly vendor trainings. • Develop strategic purchasing plans with client departments to improve competition on bids. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Average number of days from bid initiation to award	84	77	85	85
Average number of bidders per awarded contract(s)	4.2	4.3	5.0	5.0
Percentage of contracts awarded to Local Business Entities (LBE) ¹	62.0%	44.5%	75.0%	65.0%
Percentage of Public Works contracts awarded to M/W/DSBEs ²	30.0%	N/A	35.0%	35.0%

¹ These metrics are a result of a change in LBE regulations and requirements. City Council Bill 160709 amended Chapter 17-109 of the Philadelphia Code entitled Procurement Contracts – Local Bidding Preference. The bill was amended to state that the “Business Entity’s principal place of business is located in the City” as one of the criteria for becoming a LBE. Prior to this amendment, entities were only required to “occupy” a space in the city of Philadelphia. Those companies that may have met the original criteria will no longer qualify.

² This is an annual measure, and FY19 data will be available at year-end.

INVENTORY DISPOSAL/CONTROL PROGRAM

This program tracks assets from the purchase, ownership, and disposal lifecycle, and conducts random inspections to ensure vendors’ compliance with contracts. This program posts all surplus inventory to a local vendor, which hosts online government auctions for vehicles, equipment, excess office supplies, and other surplus goods. Procurement promotes its auction services and visits City agencies to help identify and manage surplus inventory that can be sold.



A printing press no longer needed by the Free Library was auctioned off by Procurement.

Accomplishments: This program has assisted almost every City department with removal of surplus items over the last year. Many items were from the Division of Aviation, the Department of Public Health, the Free Library,

the Water Department and the Office of Fleet Management. The Department expects to generate \$1.2 million in revenue in FY19 from disposal of this inventory. Inventory Control also assists with the relocation of surplus equipment from one department to another.

Procurement has begun to host quarterly workshops to assist stakeholders with the proper tracking and disposal of their assets. These workshops educate departmental staff on the proper protocol for disposing of, transferring, and keeping track of their assets so that these assets are not misplaced. Workshops help to ensure that new City employees are familiar with the process.

Procurement has also teamed up with the Zero Waste and Litter Cabinet and Office of Sustainability to help support the Administration’s sustainability and zero waste goals.

Plans for Fiscal Years 2020-2024: Procurement will continue to hold revenue-generating online auctions for surplus goods over the life of the Plan. The Department will also identify and implement a new citywide inventory management system, which will replace antiquated technology and manual inventory-tracking processes, improve data accuracy, and decrease how long it takes to manage and track inventory. This program will also continue to look for ways to recycle surplus assets. This can be accomplished via auction, relocating items to other City departments and scrap contracts.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Increase outreach and training to City operating departments. • Measure savings related to storage and disposal cost avoidance. • Implement a new inventory management system. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Total revenues earned across the program ¹	\$1,116,750	\$974,662	\$970,000	\$695,000

¹ The revenue earned from vehicle sales (surplus disposal) is a large component of the revenue reported in this measure.

VENDOR ENGAGEMENT PROGRAM

This program includes customer service and vendor outreach initiatives, including marketing City procurement contract opportunities and programs, answering questions from vendors and City employees, and registering vendors in PHLContracts, which is the City’s new eProcurement system.

Accomplishments: In 2018, Procurement continued to work to grow the number of registered vendors in PHLContracts through external outreach events and engagements. As of December 2018, Procurement had 4,209 registered vendors in PHLContracts. This represents a 40% increase from December 2017 (when there were 3011 vendors). M/W/DSBEs represent 25% of these registered vendors. The increase in registered vendors is directly related to increase in external outreach events and engagements.

In October 2018, Procurement participated in the Philadelphia Minority Enterprise Development Week by offering a Navigating PHLContracts Training session for vendors. This session covered how to register in PHLContracts and how to submit Public Works and SS&E quotes. Procurement staff also attended networking events sponsored by other City departments, local chambers, and local/state representatives.

Procurement continues to offer PHLContracts vendor training events monthly. These events cover vendor registration and quote submission. The department also collaborates with the Office of Economic Opportunity (OEO) on their monthly Doing Business in the City workshop. “Doing Business with the City” is OEO’s monthly M/W/DSBE workshop. This event provides the minority and diverse vendor community with the opportunity to network with City representatives while receiving answers to their questions. Procurement presents the requirements for doing business in the city, local business entity regulations, PHLContracts updates, and open bidding opportunities.

Plans for Fiscal Years 2020-2024: Procurement will continue to expand efforts to market City contracting opportunities, utilizing social media, partnering organizations, the local chambers and networking events to spread information about opportunities. By increasing awareness of bid announcements using various platforms, Procurement expects to encourage more vendors – with a focus on local and diverse businesses – to bid on City contracts. This program will also continue to explore techniques for creating a more user friendly and customer-oriented environment for existing and potential vendors.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Increase the number of suppliers registered in PHLContracts. • Increase and develop training opportunities for external stakeholders. • Improve and increase marketing strategies for attracting and maintaining local and diverse vendors. • Increase customer satisfaction rating (customer experience). 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percent of external survey respondents that rate customer service as Satisfactory or better	64.5%	N/A	85.0%	85.0%

¹ This is an annual measure, and FY19 data will be available at year-end. In FY19, Procurement is increasing its marketing strategies regarding the Customer Service Survey.

ADMINISTRATION PROGRAM

This program is responsible for the strategic direction of all Procurement program areas and oversees training and human resources. This program also includes required advertising for all City departments, boards, and commissions.

Accomplishments: The citywide rollout of PHLContracts, the City’s new eProcurement system, was completed in July 2018. Staff from all City operating departments has received training on how to complete their purchasing transactions in the new system, making these transactions paperless. Monthly trainings will continue to be offered to all department users, and Procurement has also developed electronic resources to assist users. The completion of this rollout has made the City’s purchasing transactions more transparent by providing tools to track in-progress and completed contracts and bids.

Procurement has also engaged City departments in a series of training sessions to enhance their familiarity with procurement processes, documents, and best practices. For example, during the first quarter of FY19, the Department hosted a workshop series for department procurement specialists and staff involved in the purchasing process to review procurement policies and procedures, introduce changes, and have an opportunity to ask process questions on commodities, bids, and contract awards. The Department has also hosted workshops on ADPICS, which is Procurement’s document processing system that allows the City of Philadelphia to create, process, and track procurement documents, receive goods and services, and initiate payments.

Procurement is now working with departments to roll out the City’s Vendor Performance Module, which is supported on the PHLContracts platform. The module is used to analyze, organize, and monitor the reliability, quality, and performance of the City’s vendors. The module’s benefits include having a centralized location for vendor performance history, standard documentation for vendor accountability, and a shared stakeholder dashboard with reporting and scorecard. In January 2019, Procurement met with key representatives from several City departments who manage most of the Capital Projects (Construction/Public Works) for the City to begin compiling data for the Vendor Performance Module.

Plans for Fiscal Years 2020-2024: Procurement will continue to meet with departments regarding Vendor Performance and will develop a marketing/communication strategy to educate and engage the vendor community regarding this initiative. The department will also continue working with other departments to manage the costs related to mandated advertising. Additional training opportunities for city operating departments will be developed to increase user awareness about updated purchasing policies and procedures, resources, and initiatives.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Develop strategic purchasing plans with operating departments. • Finalize the roll-out of City’s Vendor Performance Module. • Continue to assess advertising costs. • Increase and develop training opportunities for City operating departments. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Average invoice processing times for Citywide advertising	23.6	17.1	30.0	30.0
Percent of citywide advertising not related to bid advertisements	67.5%	45.1%	66.0%	60.0%

PROPERTY ASSESSMENT

MISSION

The Office of Property Assessment (OPA) is responsible for determining the value of all real property in Philadelphia and is dedicated to doing so in a fair, accurate, and understandable way. OPA's primary goal is, through ongoing assessments, to improve the accuracy and uniformity of all property values and to instill confidence in Philadelphia taxpayers regarding the fairness of the property tax system, as well as the competency and professionalism of Philadelphia's assessment office.

EVALUATION PROGRAM

This program is responsible for ongoing, timely, fair and accurate assessment of the residential, commercial, industrial, institutional and governmental properties in Philadelphia.

Accomplishments: Assessments: The agency is committed to conducting ongoing, regular comprehensive reassessments that will improve and maintain the quality of assessments throughout the city. For FY19, OPA conducted a reassessment of all 580,000 properties across the city. This resulted in assessments that more accurately reflect the prices that residential, commercial, and industrial parcels are selling for in the open market and enhanced the uniformity among all properties. The assessments for FY19 were certified on March 31, 2018, and assessment notices for all types of parcels were mailed during the first two weeks of April of 2018. As of January 2019, approximately 9,100 property owners – about 2.5% of all owners who experienced increases – had filed appeals with the Board of Revision of Taxes (BRT). The BRT began hearing these appeals in January 2019.

Appeal Processing: During the past year, OPA continued to answer informal appeals that were filed because of change of assessments that were proposed for Tax Year 2018. Approximately 60,000 assessment changes were proposed, which resulted in 4,051 informal appeals that were filed with and subsequently addressed by OPA. Approximately 6,700 formal appeals were filed with the BRT for the same tax year. The BRT expects to have heard all Tax Year 2018 appeals by the end of FY19, except for approximately 600 properties that are part of separate class action litigation.

Computer-Assisted Mass Appraisal (CAMA): The CAMA system implementation project is well underway and will provide modern technology to assist OPA in conducting property assessments and revaluations quickly and consistently. In FY19, the first two stages of the project were completed: Project Initiation and Planning; and Assess and Define. Significant progress was made towards the CAMA project. The first two stages: Initiation and Planning and Discovery are complete: During the Gap Analysis performed in the Discovery stage, the project evaluated the current state at OPA and defined future state functions within the CAMA system. The project is currently in the Build stage, which consists of the configuration of the CAMA system. Additionally, initial CAMA users training has started and will continue to ramp up through the end of FY19 and through the first half of FY20 until the launch of the new system.

Plans for Fiscal Years 2020-2024: Comprehensive Reassessment Plans: City Code requires an independent audit of OPA's assessments every three years. In December 2018, City Council released an audit that examined the accuracy of OPA's 2019 assessments. While the audit raised general concerns about the accuracy of OPA's assessments, the audit was unfortunately based on inaccurate data and did not provide specific recommendations on ways to improve the quality of assessments. To better understand how to address the concerns raised in Council's audit, OPA commissioned its own nationally recognized consultant to provide actionable feedback on ways to enhance the quality of assessments and improve real property assessment processes. The Proposed Five Year Plan includes additional funding for OPA to implement the consultant's recommendations, and to support staffing. These investments, totaling about \$1.9 million annually, will enable OPA to add additional modelling capability, a sales validation unit, and data collection services.

The consultant found that OPA had made significant improvements in its valuation process and that it has evolved from an archaic, cost-based system of outdated values to a highly automated process of annual valuation based on current market data. The consultant did, however, also find that there was room for improvement and OPA has committed to adopting those recommendations:

1. **Establish a five-member sales validation team to validate both residential and non-residential properties.** Currently, evaluators and modelers review and validate sales. Creating a dedicated team whose only role is to validate sales will prioritize this work and allow for a more consistent review, both of which will improve the overall quality of OPA market data.
2. **Appoint a team to undertake a project focused on assignment of construction grades and condition codes for all residential properties.**
3. **Critically examine the reliability and consistency of commercial building grade and condition codes.** For recommendations #2 and #3, assigning and improving these variables will enhance the quality of OPA property characteristics data. Philadelphia has a large share of older housing stock, but it is also one of the few cities that does not have a variable for construction grade. OPA does have condition data, but this variable could be improved to better contribute to valuation models. As OPA is in the process of implementing a Computer Assisted Mass Appraisal (CAMA) system, a team of OPA employees or an outside firm can determine the best course of action to translate these enhancements to the new system and incorporate a process to ensure the data is maintained regularly.
4. **Maintain the flexibility provided by current valuation methods in the transition to the CAMA system.** Since 2012, OPA has developed state-of-the-art, market-based valuation models. The consultant recommends that, when the City implements the new CAMA system, OPA should seek to maintain this level of customization rather than simply adopt an out-of-the-box model that may sacrifice accuracy for administrative ease.
5. **Hire additional modelers with expertise in data analysis, property appraisal, statistical methods, Geographic Information System (GIS), and computer systems.** OPA currently has a small but talented modeling team; adding dedicated modeling staff would add significant capacity.
6. **Designate a unit to be responsible for income data collection and screening and maintain that data in a standard format in a central repository such as the CAMA system.** In the current legacy systems, income data is not kept in a centralized location. The CAMA system will provide a central repository so this information can be easily accessed and applied to valuation models, and designated staff can maintain, standardize, and build upon this information to better inform models.
7. **Continue to refine spatial and proximity variables.** Enhancing the level and depth of existing spatial and proximity variables can help refine values to differentiate between otherwise similar parcels within a neighborhood.
8. **Routinely produce standardized ratio reports at the agency level at critical points in the valuation cycle.** While OPA's modeling team performs significant quality control analysis, including ratio studies, before finalizing any valuations, OPA management would benefit from the production of more frequent preliminary ratio studies and standardized reports at key points in the valuation process to measure accuracy and progress.
9. **Document and better explain the valuation process publicly.** OPA should provide and maintain better documentation on its website of the assessment process and results of the final ratio studies.
10. **Develop an action plan and accompanying timetable to implement the preceding recommendations.** In concert with the implementation of the new CAMA system, OPA should aim to implement the recommended process, data, and staffing changes over the next two years.
11. **Establish a Standards, Manuals and Guidelines Unit that is responsible for implementing the preceding recommendations and that reports directly to the Chief Assessment Officer.** Establishing a dedicated team will ensure standards and processes are well-documented and kept up to date for internal use and public viewing. This will free up capacity of existing key staff persons who are currently performing too many duties.

12. **Temporarily change the mass assessment valuation calendar while the above recommendations and the City’s new CAMA system are implemented.** Temporarily changing the mass assessment valuation calendar would allow OPA to make the critical changes recommended by its consultant and finalize implementation of the new CAMA system. For tax year 2020, OPA would conduct a market trending valuation (“trending”). OPA will appropriately trend tax year 2019 values by property type and geographic area in an effort to keep property values tied to the market in the short-term. Trending is less labor- and resource-intensive and will enable OPA time to implement the above recommended changes. All properties will be valued using this method. OPA will resume annual mass assessment valuations when the above recommendations have been implemented.

Collectively, these changes will address the concerns raised by this audit and improve the quality of assessments. OPA has committed to adopting these recommendations and is working expeditiously to develop a timeline for implementing each item.

Computer-Assisted Mass Appraisal (CAMA): OPA expects to complete final user testing and training in FY20 and launch Phase 1 in January 2020. Phase 1 will improve the assessment process by allowing evaluators to quickly add, update, deactivate and search comprehensive property record information in one system, manage abatements and exceptions, track and manage appeals, among other process improvements.

OPA will use existing database management systems for market trending valuation for Tax Year 2020. It is expected that the CAMA system could be used for the entire process when the OPA resumes annual mass assessment valuations.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Create and staff a dedicated, professional sales validation unit that is responsible for the timely screening and validation of all real estate transfers in the city. • Complete testing, training, and acceptance of the CAMA system. • Maintain an acceptable variance for mass appraisals. 				
FY20 Performance Measures ¹				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Coefficient of Dispersion ²	0.098	N/A	≤ 0.15	≤ 0.15
Overall single-family price-related differential ³	1.015	N/A	> .98 & < 1.03	> .98 & < 1.03

¹ FY19 YTD is based on current projections from mass appraisal models. Due to the changes in scope and methodology of the TY 20 reassessment, current projections are not available. Final values will be available for study in Q4 FY19 after certification on 3/31/2019.

² 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 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.

³ This measures assessment progressivity or regressivity. Assessments are considered progressive if high-value properties are relatively over appraised, and regressive if high-value properties are under-appraised relative to low-value properties. While no differential (a PRD of 1) is considered perfect, PRDs tend to have an upward bias due in part to assessment time lags. A PRD between 0.98 and 1.03 is considered ideal.

ADMINISTRATION PROGRAM

This program is responsible for providing administrative support for the OPA. The support functions include human resources, budget, training, payroll, labor relations, fiscal management, procurement and contract administration.

Accomplishments: In support of the transition to a computer-based assessment system (CAMA), Administration has reallocated space to create additional meeting areas to address the anticipated training needs and has identified the necessary job duties and job classes to transition to the new system. In addition to preparing for CAMA, Administration has worked with the Office of Human Resources (OHR) to streamline the Real Property Evaluator class specifications to better attract qualified candidates and has hired evaluation and support staff to reduce the number of vacant staff positions by 16%.

The department has also established and managed several programs and events to increase employee morale and engagement. The training program is designed to help staff to have a successful career at OPA and consists of a curriculum for new hires, supervisors and all staff training courses. Evaluation staff hired or promoted into civil service positions since 2011 are required to participate in Assessor’s Association of Pennsylvania (AAP) training and are required to achieve their Certified Pennsylvania Evaluator (CPE) certification within two years. OPA provides these pre-licensing classes in-house with a state certified instructor. OPA also provides continuing education classes to assist staff in meeting the number of continuing education credits required by the AAP so that staff can maintain their CPE licenses. The course is also available to clerical support staff, as a part of OPA’s employee development program, to provide career advancement opportunities. The employee appreciation program is directed by a small committee of OPA employees from every discipline that plans events throughout the year to recognize staff accomplishments, such as; perfect attendance, years of service, and exceptional performance. The health and safety program identifies and makes recommendations for departmental improvements and hosts an annual health and safety fair. The wellness program, inspired by the Get Healthy Philly project to get staff moving and active, is a voluntary program conducted during lunch on specified days for staff to engage in indoor walking, healthy lifestyle and weight loss groups. The department also instituted an OPA Integrity Week that coincides with the City’s event that specifically addresses issues that directly effect OPA staff members.

Plans for Fiscal Years 2020-2024: In FY20, Administration will work to implement the recommendations from the consultant’s report in order to continuously improve the quality of assessments. The leadership team is developing an action plan to quickly implement the feedback it received, add staff and expert consultant capacity, maintain and improve the existing quality of data, and provide more information about the assessment process and assessment performance to the public.

The Administration will also continue to expand the activities and programs provided in FY19. Personal development classes will be added as a lunch and learn option for staff, as well as continuing education training for the evaluation staff and management, leadership training for supervisors, and computer training for clerical staff.

In preparation for the new CAMA system, training will be provided in change management and time management for all staff. An analysis of job function, present and future state, for support staff will be performed to determine how to best utilize support staff in this new environment. In addition, administration will manage a project to archive, scan or dispose of records no longer needed once the new system is implemented.

Moreover, OPA works to maintain a staffing complement in accordance with industry recommendations. According to a survey conducted by the International Association of Assessing Officer’s (IAAO) Journal of Property Tax Assessment and Administration, the industry standard is 3,000 parcels per agency employee. Current filled positions, combined with the budgeted vacant positions that OPA is working to fill, will bring OPA up to this standard. A targeted recruitment plan will be implemented to fill vacancies for evaluators and clerical staff with qualified applicants at both the entry and experienced levels.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Actively recruit Deputy Administrator, Real Property Evaluator, and support positions. Reduce the number of vacancies by 20%. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percent of budgeted positions that are filled ¹	86%	87%	91%	96%

¹ OPA, in conjunction with OHR, pulled the Real Property Evaluator 1 Exam to do targeted recruitment to increase OPA’s candidate pool with qualified applicants.

PUBLIC HEALTH

MISSION

The Department of Public Health (DPH) promotes and protects the health of every Philadelphian and provides a safety net for the most vulnerable.

ADMINISTRATION AND SUPPORT PROGRAM

This program provides administration and support services to the Department and includes DPH’s fiscal, human resources, facilities, and fleet programs.

Accomplishments: In FY19, DPH’s human resources staff implemented an improved applicant tracking system, which has the goal of improving recruitment efficiency and reducing the time to fill vacant positions. To date in FY19, the human resources unit has processed 64 new hires through this new system. DPH’s fiscal unit improved its fiscal performance dashboards and integrated improved reporting of revenue performance for programs that generate revenue, with a focus on General Fund revenue. The facilities unit upgraded the facilities at the City’s health centers, and painted each facility, improving the patient experience. This unit also upgraded the dental suite at Health Center 10 in northeast Philadelphia, enabling the site to provide more dental services to residents.



The City installed seven kiosks for safely disposing of used needles.

Plans for Fiscal Years 2020-2024: This program will strengthen and better coordinate internship programs to identify and recruit highly qualified future employees and to increase the diversity of the department. The program will implement improved technology solutions to support the department’s programs, and will continue to maintain a high level of preventive fleet maintenance compliance.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Implement internship program tracking system for the department. Successfully implement the OnePhilly program (the City’s new integrated human resources, payroll, time and attendance, benefits, and pensions system) in the department. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percent of fleet vehicles compliant with preventive maintenance schedule	97.8%	98.0%	≥ 90.0%	≥ 90.0%
Median number of days to conform department draft contract	43	51	50	50

¹ FY18 was the first full fiscal year that DPH used DocuSign. The median number of days has increased while the department implements training widely and integrates new processes.

AIDS ACTIVITIES COORDINATING OFFICE (AACO) PROGRAM

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 more.

Accomplishments: AACO successfully implemented a broad community education campaign targeting African American men who have sex with men, emphasizing use of condoms. AACO also implemented HIV and sexually-transmitted disease (STD) screenings for people who inject drugs in Kensington and nearby neighborhoods, in partnership with the Philadelphia Resilience Project, the City’s cross-departmental response to the Opioid Crisis.

Plans for Fiscal Years 2020-2024: AACO has set a goal of decreasing the number of new HIV diagnoses from 540 in 2015 to 315 in 2020 by increasing viral suppression among people living with HIV and increasing access to HIV pre-exposure prophylaxis for those at risk of exposure to HIV.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Continue HIV testing and screening, increasing the rate of HIV testing among people who inject drugs by 3%, with a focus on the Kensington neighborhood, in support of the Philadelphia Resilience Project. Initiate an evidence-based education campaign focused on pre-exposure prophylaxis with anti-viral drugs. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of new HIV diagnoses ¹	495	214	550	500
Number of clients served by department-funded Ryan White outpatient ambulatory health system in Philadelphia ²	11,870	11,824	11,850	12,000

¹ Being below the target is the Department's goal. Lower numbers mean less HIV in Philadelphia communities. The Department analyzes HIV diagnoses monthly by demographic and geospatial characteristics, and using best practice measurements did not identify a statistically significant increase. The Department continues to monitor HIV diagnoses closely.

² This is a cumulative measure.

AIR MANAGEMENT SERVICES (AMS) PROGRAM

This program protects the health of residents by reducing the pollution in the air we breathe. It monitors air pollutants, enforces air quality standards, evaluates and responds to air and noise concerns, runs an air-monitoring lab, and monitors other air pollutants, like asbestos and diesel.

Accomplishments: Air Management Services established the Philadelphia Air Quality Survey project – an extensive, routine monitoring of air pollution at the neighborhood level through at least 50 sensors. The project will enable the department and Philadelphia residents to understand the air quality of their neighborhoods. In addition, working with partner agencies across the City, including the Office of Fleet Management, AMS submitted a funding request for City fleet vehicles, which, if awarded, will replace the City’s diesel-fueled trash compactors with newer, less-polluting models.

Plans for Fiscal Years 2020-2024: Using data from the Philadelphia Air Quality Survey project, AMS will publish reports on air quality at the Planning District level. AMS will also continue to inspect and enforce regulations in ways to reduce the emission of pollutants and, thereby, further improve air quality. The Proposed FY20-24 Five Year Plan includes \$221,000 per year to perform inspections and issue permits to enforce regulations that were passed to reduce airborne health risks.

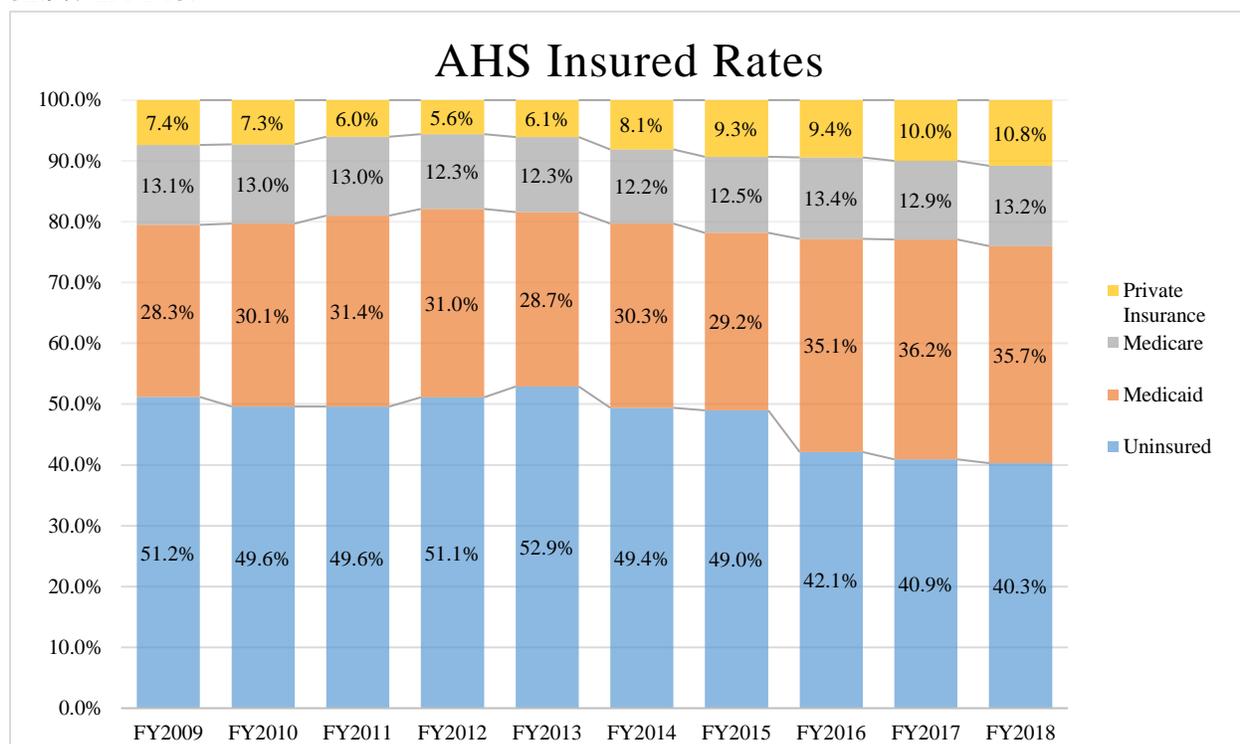
FY20 Strategic Goals				
<ul style="list-style-type: none"> Work in partnership with Sustainability, the Office of Fleet Management, and other City agencies to advocate for grant investments from the Commonwealth of Pennsylvania’s Volkswagen settlement funds to replace polluting vehicles and equipment. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of calendar days with air quality index rating of 100 or below ¹	356	178	350	353

¹ AQI is influenced negatively by high temperatures, and the Department is not able to predict with certainty if higher temperatures will be sustained. An AQI of 100 or below constitutes “good” or “moderate” air quality conditions. Estimates are based on air quality engineers’ approximations.

AMBULATORY HEALTH SERVICES (AHS) PROGRAM

This program operates primary care and dental health centers for low-income and uninsured Philadelphians.

Accomplishments: Philadelphia's rate of uninsured visits has declined since FY13 as the Affordable Care Act continues to support Medicaid. The uninsured rate dropped to 40.3% in FY18, down from a high of 52.9% in FY13.



AHS submitted all required materials to request certification of all eight City health centers as Patient-Centered Medical Homes.⁵⁶ The program is awaiting a response from the certifying agency and a final decision is expected by the end of FY19. AHS also underwent a routine and comprehensive audit of its services, oversight, and medical service quality by the Health Resources and Services Administration's Bureau of Primary Health Care, and met 100% of the requirements, receiving zero notices of deficiency. AHS also completed phase one of its capital improvements to its busiest health center, Health Center 10, in northeast Philadelphia. To date, renovations have increased the number of dental operators from four to five, improved energy efficiency and temperature controls, enabled ADA access to the basement space and resulted in several additional improvements to the space. Once completed, the center will have additional examination rooms (increased from 24 to 36) and increased patient capacity. AHS has also made significant progress on planning to open a new health center in that part of the city.

Plans for Fiscal Years 2020-2024: AHS will continue to provide quality primary care health services to Philadelphians. It will use a quality improvement approach to increase the percent of patients seen in City health centers with hypertension whose blood pressure is controlled (less than 140/90) from 60-65% to 70%. In addition, AHS will also focus on increasing services for patients in northeast Philadelphia.

The Department of Public Health aims to open a new Health Center within the next three to four fiscal years. The City's busiest health center, Health Center 10, has recently been renovated and added improved capacity. Nevertheless, primary care access remains challenging in this section of the city, and the Health

⁵⁶ A "Patient-Centered Medical Home" meets certifications described by the Agency for Healthcare Research and Quality (AHRQ) for providing comprehensive care that is patient-centered, coordinated, accessible, and meets high quality and safety standards.

Department therefore proposes adding a site in the northeast of the city, not too far from Health Center 10. This exciting addition will result in improved health care access for thousands of residents

FY20 Strategic Goals				
<ul style="list-style-type: none"> Plan for new health center site in northeast Philadelphia, in order to address primary care shortage in that part of the City. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percentage of visits uninsured ¹	40.4%	41.2%	41.0%	40.0%
Number of patient visits at department-run ambulatory health centers ²	335,937	176,544	320,000	322,000
Percent of patients ages 18-84 with a diagnosis of hypertension who have controlled blood pressure	66.6%	68.2%	70.0%	70.0%

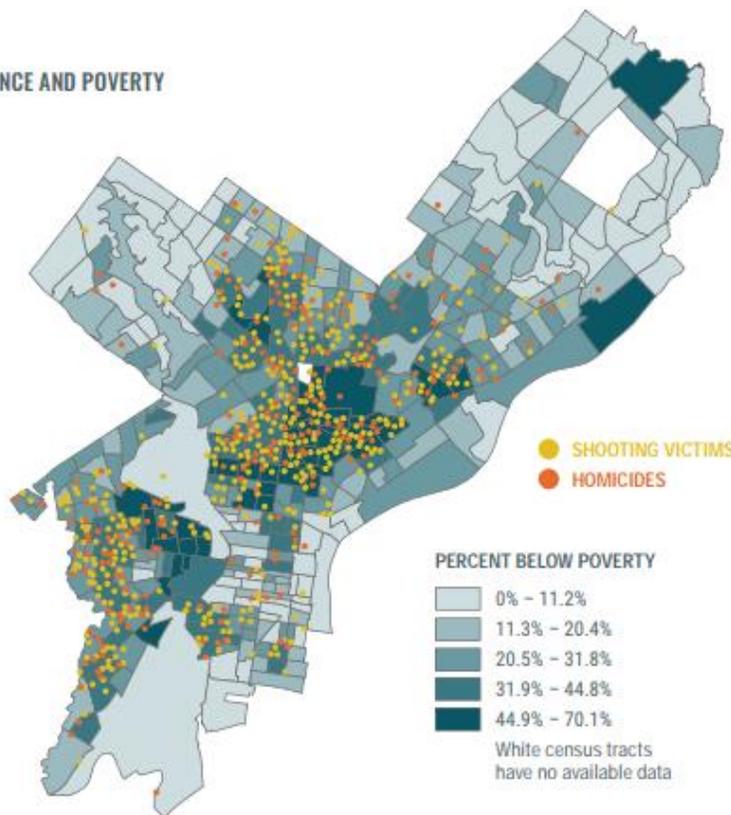
¹ Philadelphia's rate of uninsured visits remained stable from FY19 Q1 to FY19 Q2 as the Affordable Care Act (ACA) continues to support Medicaid.

² FY19 Q2 is up slightly from FY19 Q1 and up significantly from FY18 Q2, a clear indicator of increased services.

CHRONIC DISEASE PREVENTION PROGRAM

This program pursues initiatives and policy interventions to reduce deaths and illness from chronic diseases, such as heart disease, diabetes, and cancer, and injuries. In FY19, the program added injury prevention to its portfolio of work, including public health approaches to reduce gun violence.

GUN VIOLENCE AND POVERTY



Accomplishments: Through its Good Food Healthy Hospitals initiative, which brings together Philadelphia-based hospitals to promote good and healthy eating throughout the hospital food environment, Chronic Disease and Injury Prevention supported 18 hospitals reaching more than 700,000 people and serving more than four million meals annually to improve the nutrition and sustainability of their on-site foodservice. This program also utilized grant funding to support the placement of hydration stations at 21 city recreation centers to expand the access and appeal of water to children and adults in programs at these sites. Lastly, the program implemented and evaluated You Shoot, Now What, a gun violence prevention grassroots communications campaign, in

the 18th Police District in West Philadelphia. Among people in the neighborhood where the campaign was implemented, 72 percent recognized the ad. Of the people who saw the campaign, 64 percent said they are less likely to carry a gun.



You Shoot, Now What is the department's gun violence prevention grassroots communications campaign.

Plans for Fiscal Years 2020-2024: This program will reduce smoking prevalence from 22% to 18% among adults (age 18 and older) by 2021, through policies that limit marketing of tobacco products and expand smoke-free spaces, and consumer-directed messages.

This program will also focus on halting the increase in adult obesity and decreasing obesity among public school children ages 5 to 18 years through the implementation of policies and programs that will increase the availability and affordability of healthy food and water, decrease the marketing of unhealthy food and its prominence in institutional and retail settings, and integrate physical activity into the daily life of city residents.

Lastly, the program will strengthen its programming related to injury prevention during FY20-24, with a particular focus on preventing gun violence and injuries from car crashes.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Implement gun violence prevention programs and policy recommendations in partnership with other City agencies to reduce preventable gun deaths 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Youth tobacco sales compliance ¹	71.6%	64.5%	78.5%	78.5%

¹ The City has seen an increase in sales of tobacco to youth despite an increased number of youth compliance checks and increased enforcement. The Department has identified process improvement opportunities to increase repeat compliance checks within 30-90 days of retailer failure.

DISEASE CONTROL PROGRAM

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.

Accomplishments: Through participation in the Philadelphia Resilience Project, Disease Control prevented transmission of HIV and hepatitis by screening, vaccinating, and linking people to medical care. Disease Control's sexually transmitted disease clinic was also relocated from an old facility located at 500 South Broad Street to an improved site at 1930 South Broad Street, which provided patients with an improved experience while maintaining its central location and easy access to public transit. Disease Control also successfully implemented an electronic health record system in its STD clinic, Health Center 1.



The department's STD program distributed free condoms and safe sex information at Outfest.

Plans for Fiscal Years 2020-2024: Disease Control will improve emergency preparedness by increasing Department-wide participation in emergency response drills, offering training to staff in a preparedness curriculum, and providing specialized training to a dedicated cross-agency public health emergency response team. Disease Control will also continue to work to increase influenza immunization rates for

Plans for Fiscal Years 2020-2024: Disease Control will improve emergency preparedness by increasing Department-wide participation in emergency response drills, offering training to staff in a preparedness curriculum, and providing specialized training to a dedicated cross-agency public health emergency response team. Disease Control will also continue to work to increase influenza immunization rates for

children and to increase the proportion of individuals with chronic hepatitis C virus infection who complete treatment successfully.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Expand immunization requirements for daycares in the city, improving preventable morbidity among children. Update the City’s pandemic influenza preparedness plan in collaboration with partners. Increase the Department of Public Health staff’s emergency activation response rate through its emergency notification system. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Children 19-35 months with complete immunizations 4:3:1:3:3:1 ¹	81%	77%	79%	79%
Number of patient visits to department-run STD clinics	21,758	10,366	21,000	21,000
Number of high school students who are tested for a sexually transmitted disease through the school screening program	11,037	4,601	10,000	10,000

¹ This measure comes from a national telephone survey administered annually by the Centers for Disease Control and Prevention (CDC). The department uses Philadelphia respondents’ data only. Data is subject to recall bias, and quarterly measures may fluctuate because of the small number of people surveyed.

² Health Center 1 relocated in December 2018 and thus had a few days of reduced hours, which resulted in decreased visits. The clinic is now relocated to its new site.

³ Q1 includes July and August when school is not in session, therefore counts are low during that period.

ENVIRONMENTAL HEALTH SERVICES (EHS) PROGRAM

This program enforces statutes, provides education and training, responds to emergencies, and issues licenses and permits to assure a healthy environment for Philadelphians. Activities include inspections of restaurants, special events, day care centers, nursing homes, public pools, and more; and controlling disease vectors like rats, insects, and bats.

Accomplishments: In close coordination with other City agencies, EHS implemented changes to the City’s restaurant laws that included reclassification of restaurants as large and small establishments, modifying inspection protocols to reflect these changes, and training staff accordingly. These actions will reduce the harm of “stop and go” establishments in Philadelphia’s most vulnerable neighborhoods. EHS also relocated some of its staff from the 500 South Broad Street facility to the new space at 1930 South Broad Street.

Plans for Fiscal Years 2020-2024: EHS will continue to conduct inspections of, and enforce regulations for, food service establishments, swimming pools, tattoo parlors, and other facilities, while meeting the increased demand for public event inspections.

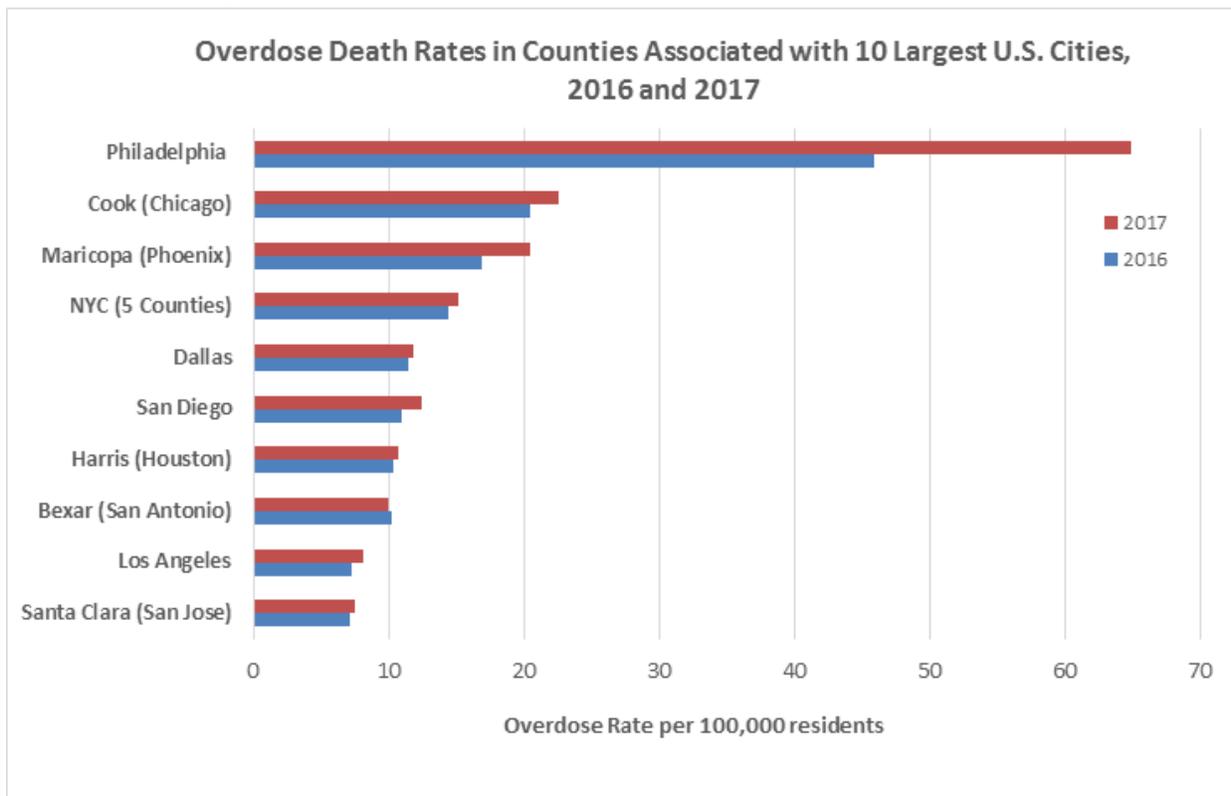
FY20 Strategic Goals				
<ul style="list-style-type: none"> Decrease the time it takes for restaurants and food establishments to open in Philadelphia, while maintaining high rates of satisfaction and assuring strong food safety protocols in collaboration with the Commerce Department, 311, the Department of Licenses + Inspections, and others. Improve management and enforcement of volunteer organizations offering to feed homeless Philadelphians to assure clean and sanitary conditions in the Kensington neighborhood. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of months between food establishment inspections	13.9	10.8	12.0	12.0

¹ There has been significant improvement from FY18 Q2 when the program expanded hiring to improve this measure.

HEALTH ANALYSIS, INFORMATION AND STRATEGY PROGRAM

This program provides analytical services to enable good public health decision-making. The program includes the department’s opioid program, information technology (IT) services and analysis capabilities, as well as its epidemiological analysis, strategy, policy, and communications functions.

Accomplishments: Drug overdoses and deaths continue to be a public health crisis in Philadelphia, where over 1,200 people died in 2017 alone. The life expectancy in the city is declining for the first time in decades due to fatal drug overdoses, while rates of HIV and hepatitis are increasing among people who inject drugs. At the same time, while the prescribing of opioid painkillers by doctors has begun to fall, there is still significant overprescribing happening in the health care system. Approximately 450,000 Philadelphians are believed to have taken a prescription opioid in the past year, many of whom may be at risk for long-term use, dependence and overdose. Over the past year, the Department’s opioid unit has continued to work to reduce inappropriate prescribing of opioid painkillers, expand medication-assisted treatment (MAT) for opioid use disorder (MAT is an evidence-based treatment which combines medications with behavioral therapies), and promote the use of naloxone, the opioid overdose reversal drug, to prevent overdose fatalities. This unit also participated in the Philadelphia Resilience Project and removed approximately 2,000 discarded hypodermic needles from the streets.



DPH’s communications unit launched an updated health department website, in close coordination with the City’s Office of Open Data and Digital Transformation. The new website provides more information, is easier to navigate, and provides transparency for the most sought-after and important health information. The information technology (IT) unit worked with the Department of Public Property to relocate clinical and administrative services from the 500 South Broad Street facility while assuring uninterrupted services for Philadelphia residents. The unit also released the 2018 Health of the City Report with detailed data on the health issues the city faces.⁵⁷

Plans for Fiscal Years 2020-2024: The department will work to achieve re-accreditation by the national Public Health Accreditation Board. This program will continue to reduce opioid prescribing, expand MAT, and promote the use of naloxone to reduce the number of people who are addicted to opioids and the number who die of drug overdose. The epidemiology unit will issue reports on several topics, including child health, the health of black men and boys, and the annual Health of the City Report.

⁵⁷ To read the full report, it can be found at: <https://www.phila.gov/media/20181220135006/Health-of-the-City-2018.pdf>

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Increase distribution of naloxone and monitor its success citywide. • Successfully support the Public Health Laboratory in its facility move from 500 South Broad Street. • Create and broadly distribute a 2019 Health of the City Report and a report on the health of children in Philadelphia. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of department digital media views per month	1,174,911	2,265,325	1,100,000	1,200,000

HEALTH SYSTEMS PROGRAM

This program provides support for health systems and direct health services in the Philadelphia community for those with high need and with limited access to care. Examples of services include long-term care services at the Philadelphia Nursing Home and medical services at Riverview Home.

Accomplishments: Health Systems issued its first report on access to primary care among Philadelphians city-wide, with a goal to partner with health plans, systems, and community health centers. As part of the program’s community health needs assessments and planning activities, this effort aims to direct primary care services to neighborhoods and sub-populations with inadequate access. The Department made a final selection on a nursing home operator in the spring of 2018. This enabled the new contract to be in place by the beginning of FY19. The Department also completed two performance audits for areas of improvement for Philadelphia Nursing Home residents, and implemented those improvements through its quality improvement committee.

Plans for Fiscal Years 2020-2024: Health Systems plans to issue annual reports on primary medical care access in Philadelphia, and use the information in these reports to expand primary care access for underserved populations. Additionally, the program will maintain the mission and quality of care of Philadelphia Nursing Home and medical services at Riverview Home.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Conduct two performance audits to identify areas of improvement for Philadelphia Nursing Home residents. • Issue report on primary care access. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Philadelphia nursing home average daily census ¹	373	348	380	350

¹ The nursing home’s census varies at any given time but has declined due to deaths and a greater state focus on maintaining residency in the community.

LEAD AND HEALTHY HOMES (LHH) PROGRAM

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.

Accomplishments: LHH added 11 staff and increased lead remediation among homeowners and renters living in unsafe housing. To date in FY19, 176 homes have been or are in the process of being remediated, an increase of 33 homes over the same timeframe in FY18. The program has also written letters and taken other actions to enforce the City’s law requiring that landlords certify rental properties housing children as lead-free or lead-safe.

Plans for Fiscal Years 2020-2024: By 2021, this program will reduce the number of childhood asthma hospital emergency department visits per year from 6,000 to 4,000 through expanded home-based interventions to reduce asthma triggers. The program will also reduce the number of children exposed to

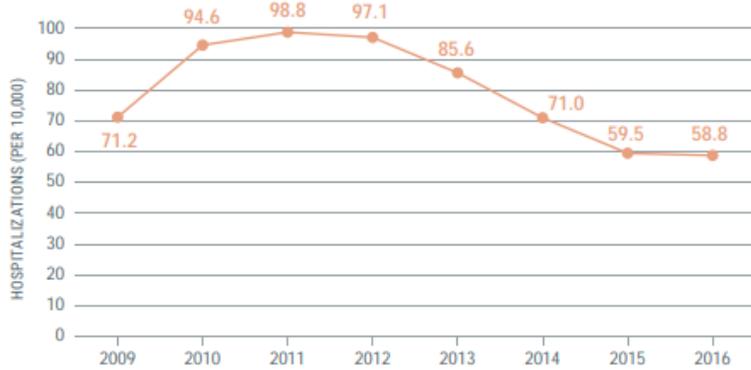
lead with blood lead levels above 5 µg/dL from 1,580 in 2016 to 1,200 in 2020 through education and enforcement of laws on rental housing.

CHRONIC HEALTH CONDITIONS

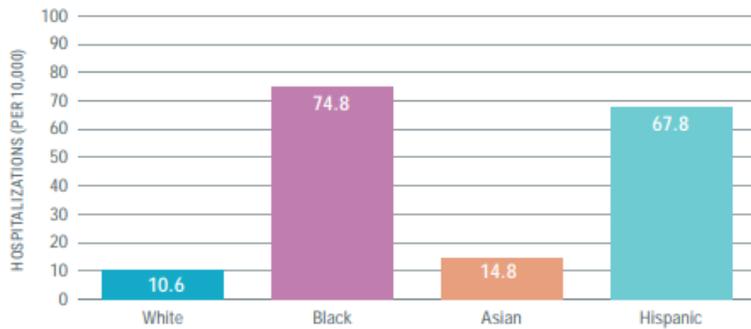
CHILDHOOD ASTHMA

Asthma is a significant problem for many children in Philadelphia. The rate of asthma-related hospitalizations declined to a low of 58.8 hospitalizations per 10,000 children in 2016. Non-Hispanic black and Hispanic children had the highest rates of asthma-related hospitalizations, 5 to 6 times higher than that of non-Hispanic white children. Rates were also highest among children living in the upper North and West Philadelphia.

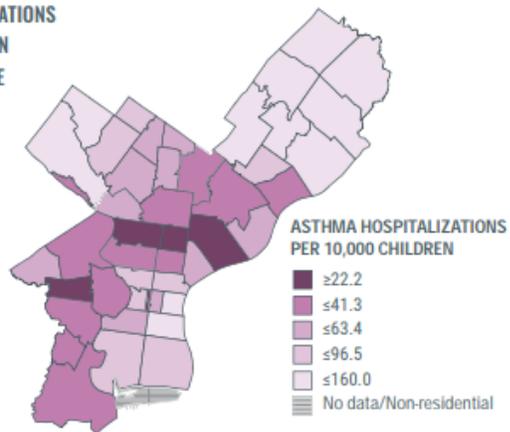
ASTHMA HOSPITALIZATIONS PER 10,000 CHILDREN (AGE <18)



ASTHMA HOSPITALIZATIONS PER 10,000 CHILDREN (AGE <18) BY RACE/ETHNICITY



ASTHMA HOSPITALIZATIONS PER 10,000 CHILDREN (AGE <18) BY ZIPCODE



SOURCE: 2016 Hospital Discharges, PA Health Care Cost Containment Council

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Increase lead-safe certificates to assure safe housing is available for low-income families in vulnerable neighborhoods. • Increase inspection and outreach efforts for families impacted by lead and in need of property remediation services. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Reported number of children under age 6 years with new lead exposure, defined as elevated blood level of 5 micrograms per deciliter (µg/dL) ¹	1,777	889	2,200	2,000

¹ The goal is for fewer children to be exposed to lead. Increases in testing can increase this number, even if the number of children exposed is declining.

MATERNAL, CHILD AND FAMILY HEALTH (MCFH) PROGRAM

This program provides health and support services targeted toward women, children, and parenting families. Specific services include home visiting, breastfeeding support, and outreach and education. This program also provides services for children with special health care needs and services to help pregnant women get health care to have healthy babies.

Accomplishments: In FY19, MCFH announced a new Baby Book Club, which provides books and other reading materials to parents of every newborn in Philadelphia. The effort is part of the Read by 4th campaign to ensure grade-level literacy by fourth grade, as well as the City’s A Running Start – Health plan to improve the health and development of young children. MCFH worked with the medical staff from each of Philadelphia’s six delivery hospitals to ensure every infant born in one of the centers leaves with at least one book appropriate for babies to start his or her first library. Books are available in English, Spanish, and other languages. MCFH also launched a breastfeeding promotion campaign focused on African American mothers.



The Department launched a breastfeeding campaign in English and Spanish. More information at phillylovesbreastfeeding.org.

Plans for Fiscal Years 2020-2024: By the end of FY21, MCFH will establish a centralized intake system for infant and toddler home-visiting programs and increase the number of high-risk infants and toddlers who have received at least one home visit by 50%. MCFH will also implement A Running Start – Health, which has specific goals to reduce key adverse health outcomes for children up to age five.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Implement <i>A Running Start – Health</i>, a community-based, city-wide plan to improve the health of young children, and assess its success through process and outcome measures. • Develop a plan to expand standardized screening for development delays in children under age five. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percent of women initiating breastfeeding ¹	81.8%	82.1%	81.5%	81.5%

¹ This is a rolling average and tracks the percent of women within the City who indicated their child was ever breastfed or fed breast milk prior to hospital discharge. Unknown and missing values are excluded from calculation.

MEDICAL EXAMINER’S OFFICE (MEO) PROGRAM

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.

Accomplishments: With MCFH, MEO issued a Sleep-Related Infant Deaths in Philadelphia Report, a Homeless Death Review Report, and a Maternal Mortality in Philadelphia Report. MEO also invested in a replacement gas chromatography mass spectrometry (GCMS) machine, which enables the office to detect opioids in its death investigations more efficiently and effectively.

Plans for Fiscal Years 2020-2024: As part of the Philadelphia Resilience Project, the citywide emergency response focused on Kensington and surrounding neighborhoods at the epicenter of the opioid epidemic, the Proposed Five Year Plan includes \$600,000 over the next five years to fund a toxicologist at the MEO.

The MEO will work to meet the increased workload resulting from Philadelphia’s opioid overdose deaths. MEO will also complete its move to a new site at 400 North Broad Street by the completion of the FY20-24 Five Year Plan.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Convene an Opioid Death Review Team in partnership with the Department’s Opioids unit. • Complete a Maternal Mortality Death Report. • Participate in the planning of MEO’s facility move to 400 North Broad Street. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percent of all cases with autopsy reports issued within 90 calendar days ¹	96.5%	92.5%	≥ 90.0%	≥ 90.0%
Number of death cases investigated ²	3,269	1,745	N/A	

¹ The 90% goal is DPH’s requirement for accreditation. Vacancies and several new staff members not yet at full productivity has reduced the toxicology laboratory’s overall productivity. As staff gain proficiency, productivity will increase over several months. Increased overdose deaths requires more toxicology testing, which is required to be completed before autopsy reports can be finalized. and an increase in caseload associated with the opioid crisis has resulted in a decrease in FY19 Q2. Increased overdose deaths requires more toxicology testing, which is required to be completed before autopsy reports can be finalized.

² This is a workload measure reflecting statutorily-required death investigations.

PUBLIC HEALTH LABORATORY PROGRAM

This program provides state-of-the-art laboratory functions to test for disease outbreaks, illnesses, and threats to the public health, as well as supports the clinical laboratory needs of patients in the City’s health centers. The lab focuses on different types of laboratory analysis, including microbiology, clinical chemistry, and immunology.

Accomplishments: The Lab has implemented a new lab information system to more efficiently and effectively report lab results to community providers. Additionally, the Lab implemented Hemoglobin A1c point-of-care testing for City health center service sites to help patients better manage their diabetes.

Plans for Fiscal Years 2020-2024: The Lab will complete its move to a new site from its current location at 500 South Broad Street.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Identify space and timeline for relocation of laboratory services from 500 South Broad Street facility. • Offer buprenorphine testing to support the provision of MAT services at the City’s Health Center 6. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of diabetes blood sugar tests performed	14,328	7,769	14,000	14,000

PUBLIC PROPERTY

MISSION

The Department of Public Property (DPP) responsibly serves the City’s workforce and community by providing quality facilities and work spaces.

ADMINISTRATION PROGRAM

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.

Accomplishments: In 2018, DPP’s Human Resources Unit worked to provide staff with more training by developing several online courses in the City’s Learning Management System and providing classroom-style training for all staff on OnePhilly, which is the City’s new integrated system for human resources, payroll, time and attendance, benefits, and pensions.



Before and after photos from the Medical Evaluation Unit roof replacement.

Additionally, Human Resources staff partnered with Orleans College to begin building a pipeline of entry-level trades workers. DPP staff provided an information session to students and met one-on-one with approximately 20 students to discuss their qualifications and to encourage them to apply for positions with the City of Philadelphia. So far, DPP has hired one skilled trades trainee from the program.

DPP staff also began to streamline and improve tracking of the Department’s inventory. DPP’s fiscal unit coordinated a department-wide junk/waste pick-up and storeroom staff have begun to roll out an automated inventory feature of the Department’s work order system.

Plans for Fiscal Years 2020-2024: DPP will continue its junk/waste collection at all the field sites. Additionally, DPP will continue to partner with the City’s Office of Human Resources to recruit and retain skilled trades personnel and will develop succession plans for internal advancement opportunities and external hiring needs. DPP will also continue to partner with Orleans College and Philadelphia Public High School Apprentice Program to build a pipeline of qualified candidates who will eventually become

experienced trades workers. Finally, DPP will plan a Safety Fair to educate staff on the importance of workplace safety.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Decrease the time to hire staff. • Decrease number of injuries. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percent of customer service survey respondents who rate DPP's service a 3 out of 5 or higher ¹	N/A		95.0%	95.0%
Human Resources: days to fill position after certification ²	N/A	52	52	48
Human Resources: net hires ³	N/A	6	18	15
Safety: number of injuries ³	N/A	10	decrease from prior year	decrease from prior year
Safety: number of employees trained ³	N/A	128	130	134
Administration: invoices – days to pay median (from date of receipt to date of submission to Finance) ³	N/A	12	15	13

¹ This is an annual measure, and FY19 data will be available at year-end.

² This is a new measure for FY19, so prior-year data is not available. This the average number of days to fill a position.

³ This is a new measure for FY19, so prior-year data is not available.

CAPITAL PROGRAM

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.

Accomplishments: In 2018, DPP completed the Public Safety Master Plan, which is intended to help guide the City of Philadelphia in investing scarce resources to improve the physical features of its police and fire facilities across the City.. This plan will inform the City's Capital Budget and Six-Year Program, enabling the City to allocate funds for public safety capital needs more efficiently and effectively. To address the more imminent needs of the Police and the Fire Departments, DPP partnered with the Philadelphia Redevelopment Authority (PRA) and the Facilities Improvement Team (FIT) of the Facilities Management Field Operations program (which provides supplementary painting, carpentry, and finishing details) to complete over 40 projects in calendar year 2018, an increase from previous years. Combining efforts has helped to ensure minimal disruption to Police and Fire operations during completion of these projects, which include kitchens, bathrooms, handicapped-accessible ramps and site work, such as landscaping or cosmetic renovations.

DPP's Capital Program also contributed to providing safe work environments across the City by implementing environmental abatement projects at approximately 100 sites in calendar year 2018.

Construction also began at the Philadelphia Public Safety Building, located at 400 North Broad Street, which will house a number of public safety functions including Police Administration, the 6th and 9th Police Districts, the 911 Unified Call center, and the Police Department's Central Detective Unit, along with the City's Medical Examiner's Office. Construction is anticipated to be completed by December 2020.

DPP also bid and awarded a paving contract for paving parking lots. Approximately five projects have been completed.

Plans for Fiscal Years 2020-2024: DPP's Capital Program will continue to oversee the design and construction of the new public safety facility at 400 North Broad Street.

Staff will also work to improve contracting processes and work to expand the types of projects completed through the PRA/DPP partnership to allow more projects completed. DPP will also continue to monitor and streamline the requirements contracting process. The program will continue to work with the Procurement Department to use the newly instituted Best Value procurement for three to four high-priority contracts per year. This method will enable the City to assess criteria that ensure the City is receiving the best value on these contracts for complex projects.

The program will begin design work on the first holistic approach to completing major renovation work to a facility, as recommended by the Public Safety Master Plan, at Engine 11. The program will also oversee the design, bid and modernization of elevators at the Municipal Service Building (MSB), the Criminal Justice Center (CJC), and the One Parkway Building (OPB).

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Increase number of substantially completed projects (projects at least 95% complete). • Decrease time to complete design plans and specifications. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of substantially completed construction projects ¹	40	26	42	45
Number of projects that completed design	19	11	22	24

¹A project that is substantially complete is at least 95% complete.

FACILITIES MANAGEMENT (FIELD OPERATIONS) PROGRAM

This program encompasses facilities management for the Police Department, the Fire Department, the Managing Director’s Office, the Office of Fleet Management, Riverview Home, and Department of Licenses and Inspections locations.



Before and after photos from Fleet Management Shop 134 Interior Renovations.

Accomplishments: In FY18, the Facilities Management Field Operations Program responded to 15,797 work orders for emergency, routine, and preventative maintenance with a work order completion rate within service level of 88.5%. Field operations also supported almost 400 special events during this period.

Projects that were implemented or completed in FY18 included installations of kitchens, roofs, HVAC systems, and security doors and storefronts. Upgrades and renovations were also completed at several police and fire locations and historical restoration work was completed on windows at Eakins House.



Before and after photos from the Engine 46 Kitchen renovation.

Plans for Fiscal Years 2020-2024: Plans in progress for FY19 include the replacement of 11 kitchens at fire stations, new roofs at two fire facilities, and new windows at five fire stations. DPP is also evaluating six police districts for the installation of mini split HVAC systems and will be updating outdated boilers and improving security by replacing damaged doors on various police and fire facilities.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Continue to improve security at City facilities by installing new security doors. Continue to improve tenant comfort by replacing inefficient and problematic HVAC equipment. Continue to reduce the City’s carbon footprint by increasing the percentage of light conversions to light emitting diodes (LEDs). 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Field Operations: Facilities division work order volume ¹	15,797	5,665	11,500	11,300
Field Operations: Percent of work orders completed within service level ²	88.5%	83.8%	90.0%	90.0%

¹ DPP is moving to have contractors handle more work requests. These work orders are not counted in DPP’s work order system, as they go directly to the contractors.

² DPP is realigning supervisory assignments to facilitate more satisfactory completion of work orders during the remainder of FY19.

FACILITIES MANAGEMENT (QUAD-PLEX) PROGRAM

This program encompasses facilities management for City Hall and the Tri-plex, which consists of the One Parkway Building, the Municipal Services Building (MSB), and the Criminal Justice Center. Quad-plex tenants include the Mayor’s Office, City Council, the Federal Judicial District, and numerous other City agencies.

Accomplishments: In addition to responding to more than 18,600 work orders for routine and preventive maintenance in FY18, the Facilities Management (Quad-Plex) Program completed renovations to hardware in restrooms, repaired damaged caused by an appliance fire on the second floor of the MSB, installed perimeter fencing around the sunken plaza between Broad Street and Paine Plaza, continued converting a percentage of light fixtures to LEDs and continued working with DPP’s Capital and Real Estate team on renovations. Staff also continued to perform close-up façade inspections of City Hall, providing information regarding necessary exterior maintenance. Security details have been upgraded for all City Hall visitors and a secondary water main was added to the building.

Plans for Fiscal Years 2020-2024: The Proposed Five Year Plan includes funding for additional City Hall security. The Facilities Management (Quad-Plex) Program will also partner with City departments to better meet deferred aesthetic needs such as providing new paint and carpets and replacing ceilings. The Program will also complete the cleaning of high voltage switch gear and look to provide emergency lighting and power to City Hall. The Program will implement a contract for general and preventive HVAC maintenance (currently, there is only an emergency repair contract), transition to a new prime contractor at the Triplex and improve service levels.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Increase percentage of light conversions to light emitting diodes (LEDs). • Improve service via Service Level Agreements (SLAs) with recently re-organized management team and new service contracts. • Complete upgrades for the HVAC systems per plan. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Quad-Plex: Work Order Volume	18,689	10,392	17,416	17,500
Quad-Plex: Percent of work orders completed within SLA	88.5%	91.9%	90.0%	90.0%

REAL ESTATE AND PLANNING PROGRAM

This program is responsible for lease negotiations for the City as a tenant and as a landlord; the disposition of vacant land; the purchase of property for City-sponsored programs; strategic planning for conveyance of City-owned property to facilitate development; the planning and design of City-owned and leased space for occupancy by City departments; and the management of staff relocations.

Accomplishments: In the fall of 2017 the Real Estate and Planning Program rolled out a suite of applications called IWAMS, the Integrated Workplace Asset Management System. This system takes operating and capital budget data from many sources, including work orders, energy costs and capital funding, and provides a map-based and dashboard system for understanding City costs at every location in the city. Data is updated regularly, disseminating this knowledge to stakeholders at the City.

InVision, a related application, was also implemented in early 2019. InVision captures where employees are located, how much space is utilized per employee, and how much space is used for conference rooms, storage, and common uses, such as security and restrooms. Once integrated with the new OnePhilly system, DPP will be able to actively track the work location of each employee, ensuring that space is used efficiently and effectively, with facility usage aligned to current and future needs.

The Real Estate and Planning Program is also in the process of rolling out a Public Safety Master Facilities Plan Decision Support Tool that will assist the Police and Fire Departments with locating programs and apparatus to better align response with need. The tool can be used to propose new locations or make recommendations about how to upgrade current locations.

Additionally, the Program coordinated seven major relocations/renovations during FY18. Efforts were also made to reduce the City’s footprint and costs associated with leased space by reassessing how space was being utilized and reprogramming it for more efficiency. Leased square footage was reduced by more than 400,000, or approximately 22% of total leased space.

With respect to City-owned property, DPP issued a Request for Proposal (RFP) through the Philadelphia Industrial Development Corporation (PIDC) for the sale of 500 S. Broad Street and 4601 Market Street. DPP also acquired a facility for the 2nd Police District, which was sharing space with the 15th District. This acquisition will allow the 15th District to have sufficient space and to make needed improvements to its facility.

Plans for Fiscal Years 2020-2024: The Real Estate and Planning Program will evaluate overall space leasing costs and continue to strategize how to effectively reduce cost. Additionally, program staff will

continue to improve leasing practices and procedures to ensure minimal financial risk and capital investment for the City by requiring turn-key space. “Turn-key” implies that the landlord will deliver the space to the renter ready to go, including furniture, fixtures and all necessary building requirements upfront so that all the tenant needs to do is bring his/her own equipment (computers, copiers, phones, etc.) and “turn the key” with operation ready to begin the next day of occupying the space. Staff will also implement new policies for land disposition and, where possible, will also work to dispose of assets that can generate additional revenue to the City and facilitate positive development in communities. Finally, the program will evaluate and implement new space design standards and policies.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Reduce real estate costs and carbon footprint with minimal impact to city services while continuing to enable agencies to fulfill their missions. • Design and deliver expanded shared services. • Modernize the City’s workspaces and services, reducing square footage and assets where appropriate and in line with the City’s goals. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Lease Cost Per Square Foot ¹	\$19	\$20	\$21	\$25

¹ Per-square-foot rent amounts are rounded to whole dollars. Price increases are in line with the Consumer Price Index, as well as the program’s use of fully furnished, turn-key spaces (meaning that departments do not have to use their own funds for furniture or tenant improvements).

RECORDS

MISSION

The Department of Records (DOR) provides efficient and effective service to City agencies and the public in the management of City records in the following areas: recording and maintenance of all land title documents in Philadelphia, including the collection of local and state real estate transfer taxes and recording fees; management and operation of the City Records Storage Center, which contains the inactive physical business records of all City agencies; copying and form management services for City agencies in the City’s Central Duplication facility, and photographic services for City agencies by the City’s official photographer; and public access to records, including campaign finance filings, financial disclosure forms, public safety reports, land records, City Archives, and City regulation public notices.

DOCUMENT RECORDING PROGRAM

This program consists of the examination, recording, indexing and mapping of all land title documents in the City and County of Philadelphia, the collection of the local and state real estate transfer taxes, and the collection of recording fees.

Accomplishments: In FY19, DOR decreased the amount of time it takes to return documents to customers and to make recorded documents available to the public on the Department’s web-based database from three weeks to just one week. This was achieved by implementing an effective management plan with existing staff to increase efficiency. DOR also increased its training opportunities for recording staff by beginning to cross-train all document recording staff in the e-recording process, which increases document recording effectiveness and efficiency; and by beginning to conduct periodic training reviews for Law Department and document recording staff to ensure that the relevant staff is up-to-date on state and local real estate transfer law.

Plans for Fiscal Years 2020-2024: By the beginning of FY20, DOR will implement a system to scan paper documents for walk-in customers at the time of recording and return these documents to customers immediately. Currently, DOR keeps customers’ original documents for several days for scanning and indexing before mailing documents back to customers or making documents available for pickup.

DOR will also implement an online mobile application that will allow members of the public to register to receive online notices that a document has been recorded against their property. Currently, this notification is done exclusively by mail. This will allow closer-to-real-time notification, helping to combat deed fraud.

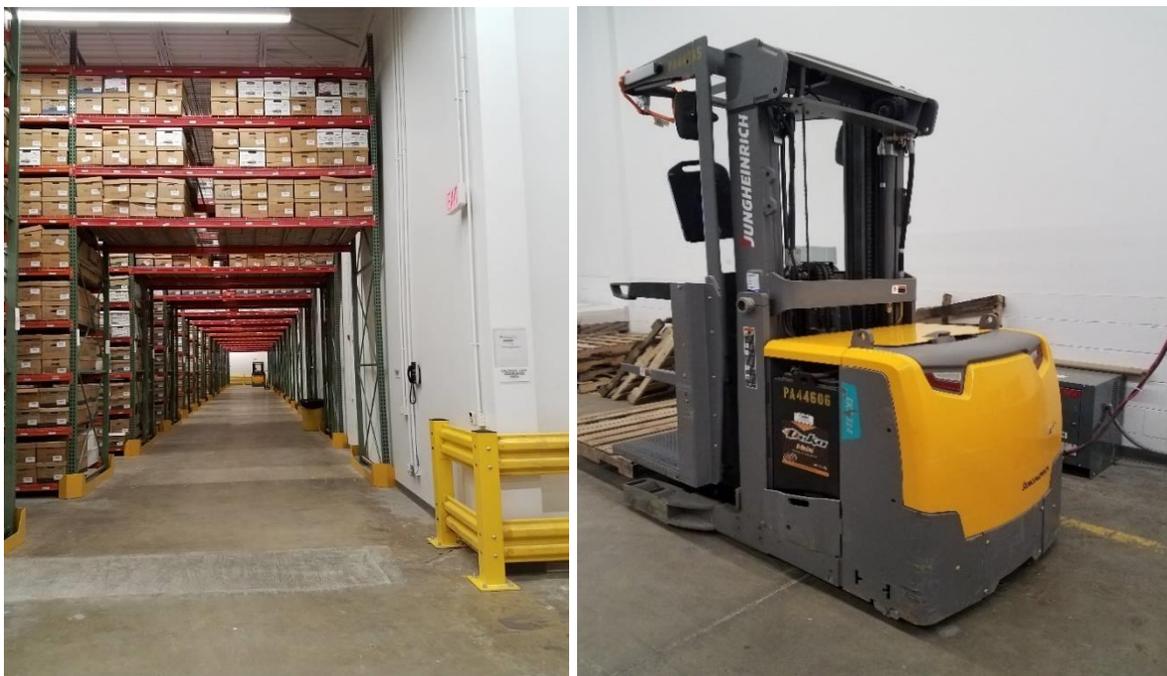
Lastly, to ensure that recording staff remains current on all recording and transfer tax requirements, DOR will maintain its ongoing expanded training opportunities for document recording staff.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Implement new document recording scanning system to scan walk-in customers’ documents at the time of recording and return documents to customers immediately. Implement mobile application to help combat deed fraud. Maintain ongoing training of recording staff. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percentage of land records electronically filed (deeds, mortgages, etc.)	79.4%	82.9%	82.0%	83.0%
Percentage of documents recorded within 24 hours	100.0%	100.0%	100.0%	100.0%

RECORDS MANAGEMENT PROGRAM

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.

Accomplishments: In September 2018, DOR completed the relocation of the RSC from 3101 Market Street to its new home at 548 Spring Garden Street (shared with the City Archives). This project, including design, construction and preparation and execution of the move, took approximately two-and-a-half years and involved the collaboration of over a dozen City offices and departments.



Left: New Records Storage Center at 548 Spring Garden Street. Right: New order picker at Records Storage Center.

As part of the relocation to 548 Spring Garden Street, DOR undertook several records management modernization initiatives. The Department commenced an initiative with the First Judicial District, the District Attorney's Office, and the Office of Innovation and Technology (OIT) to identify existing records in the RSC that are candidates for conversion to electronic records and storage in OIT's document imaging system. DOR also worked to recycle expired records. The Department identified and, following receipt of the appropriate approvals from owner departments, recycled approximately 30,000 expired boxes (representing approximately 19% of inventory). Since the move, DOR has obtained additional approvals and has begun recycling an additional 11,000 boxes from inventory.

DOR has also taken steps to make the record-retrieval process more efficient for City departments and agencies. The inventory at the new Records Storage Center is now managed using a box barcoding system and barcode scanners, which enhance the ability to effectively and efficiently manage the inventory. DOR also purchased three battery-powered order pickers which are used to pull and replace inventory on shelving. Pickers also help to modernize the way that records management services are provided to City departments, marking a transition from the ladders that were used for decades at prior facilities.

Plans for Fiscal Years 2020-2024: The Department will continue working with the First Judicial District and District Attorney's Office to convert from paper to electronic records, and will expand this modernization effort to other departments. DOR will also continue to focus on reducing the inventory through the aggressive management of record retention schedules and engagement with departments to obtain recycling approvals for expired records.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Install wireless Internet access in the Records Storage Center to enable real-time uploading of inventory information into DOR's records management software. • Train Records Storage Center staff to become fully self-sufficient on DOR records management software. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of expired boxes recycled ¹	19,353	2,908	10,000	4,500

¹ As part of the relocation of the warehouse, there has been a tremendous effort to identify as many boxes eligible for recycling as possible. That recycling effort largely concluded in FY18, and Records does not estimate that it will be replicable at that level in FY19. As a result, the FY19 target is lower than the FY18 target.

IMAGING PROGRAM

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.

Accomplishments: In FY19, using capital dollars, DOR will purchase a new, state-of-the-art color/black and white copier that will be used to better serve City offices' printing and copying needs.

Plans for Fiscal Years 2020-2024: Using capital dollars in FY20 and FY21, respectively, DOR will replace aging copiers with a new state-of-the-art black and white copier, and a state-of-the-art backup color copier. DOR will also implement a new online order ticketing system and workflow management system in Central Duplication. This new ticketing system will replace the current method of receiving orders from City departments (via email, fax or in-person) and will enhance services to City department clients and improve the way in which workflow is managed.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Purchase new black and white copier. • Implement new order ticketing and workflow management system. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percentage of print jobs turned around in one day ¹	51.9%	53.6%	62.0%	62.0%

¹ Machines have been down, requiring maintenance, which has created slight delays. The color copier continues to require maintenance. New machines will be purchased with Capital funds in FY19, FY20 and FY21.

PUBLIC ACCESS TO RECORDS PROGRAM

This program includes six major activities, each of which is centered around making City records available to the public and promoting government transparency:

- *Campaign Finance:* As set forth in City and State campaign finance laws, DOR manages electronic and physical campaign finance filings during each filing cycle throughout the year.
- *Financial Disclosures:* As required annually by state and local law, DOR manages electronic and physical filings of City, State, and Mayoral financial disclosure forms.
- *Public Safety Reports:* DOR provides public safety incident reports to the public for a fee and to City agencies such as Streets and Risk Management.
- *Land Records:* DOR makes all land title records for real estate located in Philadelphia available to the public. These are available electronically, through fee-based web applications, and in hard copy in a public research room that DOR maintains. 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.



New City Archives exterior signage.

Accomplishments: In September 2018, DOR completed the relocation of the City Archives from 3101 Market Street

to its new home at 548 Spring Garden Street. This 10.25-million-dollar capital project, including design, construction and preparation and execution of the move, took approximately two and a half years and involved the collaboration of over a dozen City offices and departments.



New City Archives foyer and public art mural.

The new City Archives features a new permanent interactive mural commissioned through the City's Percent for Art Program that depicts an archival redlining map and examines acts of resistance throughout Philadelphia history on the issues of abolition and housing discrimination. The mural is enhanced by a free augmented reality mobile application for smart phones and tablets. This application contains a vast amount of content on these issues, with an emphasis on education. Historical content on the application was developed with support from a variety of experts, including School

District of Philadelphia curriculum specialists, who are working with DOR and the artist to develop a curriculum packet for the mural that can be used by teachers. DOR will use the mural and application as a jumping-off point for enhancing education opportunities available at the Archives.

DOR continues to renovate its other Public Access to Records workspaces as well. In FY19, DOR will complete a capital project to make general improvements and service upgrades to offices in City Hall.

The Department is also undertaking additional digitization and modernization efforts. During the remainder of FY19, DOR will implement a pilot program to begin digitizing more deeds for import into its existing online subscription-based public portal. Presently, deeds are available on this portal from January 1, 1973 to the present. The pilot will evaluate the feasibility and cost of digitizing deeds back possibly to the mid-1950s. Such digitization will enhance the efficiency with which these records can be accessed by the public and title insurance community. Many of the records from this era remain relevant for day-to-day real estate transactions.

In fall 2018, DOR, OIT and the Office of Open Data and Digital Transformation released a new open data set consisting of detail on 3.7 million real estate transactions from DOR databases, dating from December 1999 through the present. The data includes all real estate transfers in Philadelphia; shows the dates and

location of property sales, deeds, mortgages, and sheriff deeds; and includes associated data, such as any realty transfer tax paid. The data will be kept current on a periodic basis.

Plans for Fiscal Years 2020-2024: DOR will continue to build on educational opportunities at the new Archives facility, including partnerships with the Philadelphia School District, local museums and historical societies, as well as raising the profile of the Archives as a destination for tourists.

DOR will also continue to digitize and modernize its data and processes. The Department is collaborating with OIT and the Board of Ethics to replace aging financial disclosure and campaign finance filing systems with new, state-of-the-art, web-based filing systems in FY20. Also in FY20, DOR will work with OIT and Police to implement a new, web-based traffic accident report public portal, which will allow the public to purchase and obtain their traffic accident reports online. This will replace a paper-based system. DOR also plans to continue its deed digitization initiative to digitize deeds going back to the mid-1950s.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Develop exhibit for City Archives space, showcasing the collection and collaborating with local media and educational/cultural institutions to raise the profile of City Archives. Develop plan and implementation schedule for digitizing deeds for online access from mid-1950s through 1972. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percentage of financial disclosures electronically filed ¹	92.8%	59.3%	96.0%	96.0%
Percentage of public land requests turned around within one day	100.0%	100.0%	100.0%	100.0%
Backlog of major customer mail requests for police traffic accident reports ²	8,329	9,945	eliminate backlog	1,000

¹ This is an annual measure. The bulk of financial disclosure filings in FY19 are filed in April 2019, given the annual filing deadline of May. The goal is expected to be met in FY19, when a new filing system will be rolled out.

² The new Police Reports Unit website was not rolled out during FY18 and is anticipated to be rolled out during FY19, which will eliminate the backlog.

DEPARTMENT ADMINISTRATION PROGRAM

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, two Deputy Commissioners, Budget Officer, Records Operations Manager, and other administrative staff.

Accomplishments: DOR completed the redesign and renovation of its three administrative offices located in City Hall. These offices had not been updated in several decades. This renovation provided the opportunity to redesign the workspaces to more efficiently and effectively serve the public. In FY19, DOR also completed the review and updating of its document recording policies and procedures.

Plans for Fiscal Years 2020-2024: DOR is working in collaboration with the City Treasurer’s Office to enhance how revenue deposits are made, using check scanning machines and remote deposit safes for revenue reconciliation and deposits. The Department will also work to continue to develop and encourage training opportunities for DOR staff.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Implement check scanning machines and remote deposit safes for revenue reconciliation and deposits. Work with the City Treasurer’s Office and the Commonwealth Treasurer’s Office to implement credit/debit payments for document recording to reduce the number of cash transactions. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percentage of contracts conformed within 30 days after contract start date ¹	14.3%	40.0%	70.0%	70.0%

¹ Contracts are frontloaded in the first half of the fiscal year, and contracts conformed during this timeframe experienced delays.

REVENUE

MISSION

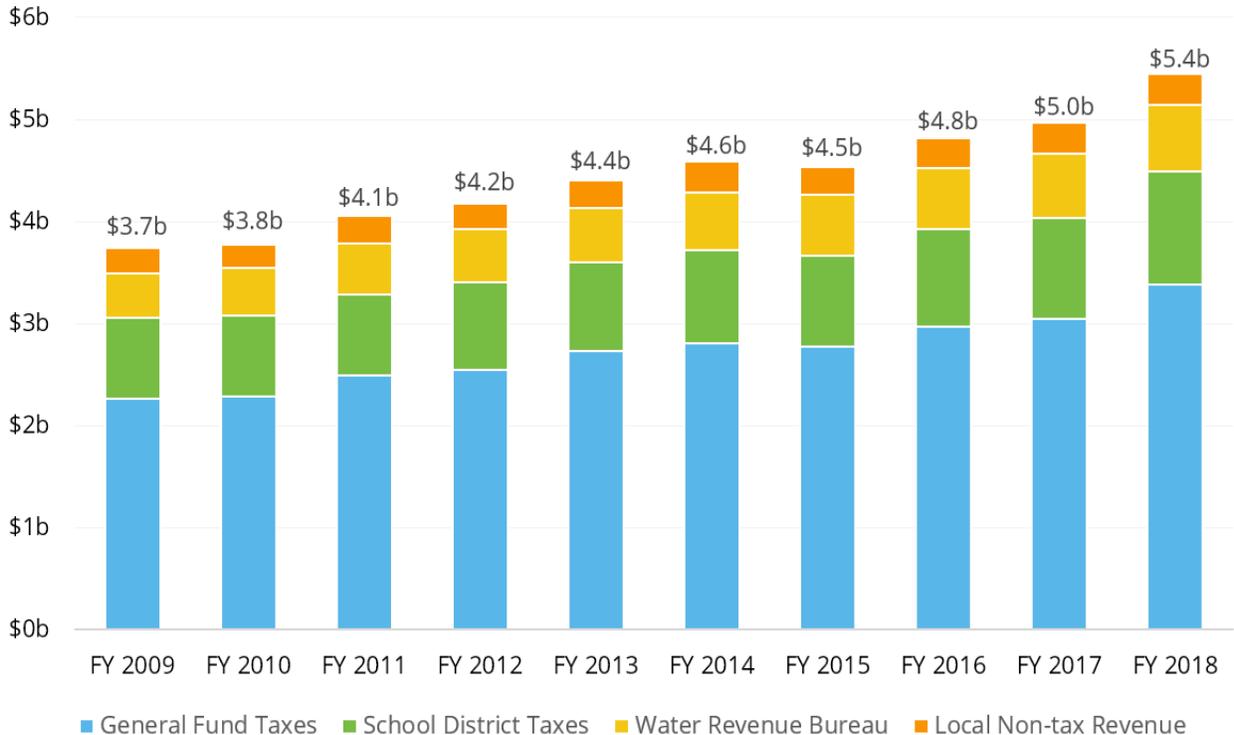
The Department of Revenue collects tax and non-tax revenue due to the City and tax revenue due to the School District of Philadelphia promptly and efficiently by increasing on-time payments and decreasing delinquency.

POLICY, ANALYSIS, EXECUTIVE DIRECTION AND ADMINISTRATION PROGRAM

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.

Accomplishments: By employing data-driven, evidence-based strategies developed by departmental leadership and supported by the information technology and mailing services needed to reach out to taxpayers and customers, the Department of Revenue continued to exceed on-time collection estimates, dramatically reduce tax delinquency, and expand the safety net for Philadelphians in FY19. The Department is accomplishing this through a combination of business process and customer service improvements, tougher enforcement to collect delinquent debt, and improvements to the Department’s assistance programs. For example, Revenue is maintaining high-level performance of the outgoing mailroom, which handles over 12 million letters annually for Revenue and other City departments. In the past two fiscal years, 95% of jobs were completed within two business days, compared to 50% in FY16.

Ten-year trend, total collections. All FY18 revenue collections data is preliminary.



In FY19, the Department, in partnership with the Office of Innovation and Technology (OIT), released a request for proposals to replace the Department’s 35-year-old legacy mainframe computer system for taxes following a thorough evaluation of current and future needs.

Plans for Fiscal Years 2020-2024: Revenue is committed to improving its policies and procedures, making smart investments in technology, and working with community partners to maintain a sufficient and predictable flow of funds for the City and School District. For tax and non-tax collection, the core focus is on the implementation of a new Integrated Tax System (ITS). The future system will serve as the backbone for all the City’s tax operations. Revenue’s future ITS will offer increased functionality and flexibility for taxpayers and staff. The Department will concentrate its resources in making this implementation a success. As the City implements the new system, existing staff will be dedicated to this effort, and \$1.1 million in funds are proposed in the FY20 Budget to backfill positions in the affected units and to fill positions on the implementation team. Administrative efficiency will also continue to be a priority, including continuing to complete 95% of mailroom jobs within two business days.

The proposed Five Year Plan also includes \$100,000 in new annual funding to expand the Department of Revenue’s in-person, neighborhood-based outreach. For water, sewer, and stormwater collections, the focus for FY20-24 will be increasing on-time payment and reducing delinquency through balancing a robust safety net with swift, meaningful enforcement. The successful implementation of a new affordable rate structure for residential water customers in FY18 is providing progressive assistance programs for individuals and families in Philadelphia. As enrollment grows, the Department will ramp up enforcement on delinquent accounts with timely, meaningful collection actions. This data-driven strategy of pairing real, accessible assistance to vulnerable Philadelphians with enhanced enforcement should increase on-time payment and reduce delinquency.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Select vendor and finalize contract for new Integrated Tax System. Upgrade online and traditional communications to taxpayers and water customers. Maximize use of the data warehouse to identify debts and collect revenue. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percent of budgeted positions filled	91.8%	92.0%	95.0%	95.0%

WATER BILLING, ACCOUNTING AND CUSTOMER SERVICE PROGRAM

This program determines which water, sewer and stormwater charges people owe, lets people know how much to pay, and processes payments received.

Accomplishments: On-time collection was nearly 90% by the end of FY18, up from 88.8% in FY17. The Department has added barcodes to bills so that customer payments are processed, posted, and deposited more quickly. Water bills have been redesigned using plain language to be more user-friendly and understandable, helping customers make timely payments and access other services, including the Tiered Assistance Program (TAP) and informal appeals process. In FY19, the Department selected a vendor for eBilling and expects to launch this service by the end of the fiscal year. Based on eBilling participation rates for other local utilities, the Department expects a positive response and reduced operating costs; however, this will require a concerted campaign to encourage enrollment.

Plans for Fiscal Years 2020-2024: In FY20-24, the Department will focus on making paying on time and online the easiest, best option for residential and commercial water customers, primarily through expansion of the eBilling and ePay options that will become available in FY19.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Increase the number of customers receiving eBills. • Increase the number of customers with automated monthly payments. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percent of water bills paid in 90 days	87.1%	88.7%	87.0%	88.0%
Dollar amount of water bills collected	\$652.0M	\$331.3M	\$645.8M	\$642.9M

WATER ASSISTANCE PROGRAMS

Revenue provides discounted bills to vulnerable residential customers through the Senior Citizen Water Discount and a new discount program – the Tiered Assistance Program (TAP) for low-income customers.

Struggling to pay your water bill?
 More Philadelphians than ever are eligible for help.
 START HERE:
 ▶ phila.gov/water-bill-help or call 215.685.6300

Accomplishments: TAP was launched in FY18 to provide affordable rates to residential customers. The package of water assistance programs includes discounts for certain seniors and ties monthly payments for past due and current water bills to income for eligible enrollees. There are 24,000 seniors receiving discounts on their water bills as of the end of FY18, and through December 2018, over 20,000 applications for the income-based bills had been approved. In partnership with the Philadelphia Water Department, robust outreach continues. Additionally, TAP

enrollment at community pop-up events organized by Revenue has been strong.

Plans for Fiscal Years 2020-2024: The Department will continue its efforts to promote TAP and facilitate enrollment of eligible water customers. Over time, this program is expected to improve on-time payments and reduce shut-off of water service, reducing the need for a winter moratorium on water shut-offs. To measure the effectiveness of this program, the Department will continue to monitor breaches and defaults. A recent pilot modification to Risk of Material Breach letters for Real Estate Taxes reduced the breach rate for homeowners with incomes at or below 30% of Area Median Income by 4.1%. Similar initiatives for water customers will explore behavioral economics tactics and technological opportunities to simplify the application process and reduce default rates.

Hazel
 Hazel pays for her husband's dependent care. She lowered her bill from **\$249** to **\$119** with a special **hardship discount**.
 Sample amounts shown. Savings amounts will vary based on individual customers' information.
 START HERE:
 ▶ phila.gov/water-bill-help or call 215.685.6300

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Increase enrollment in TAP. • Increase enrollment in the Senior Water Discount. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percent of applications reviewed within 30 days	28.5%	92.0%	100.0%	100.0%

WATER COLLECTIONS PROGRAM

Revenue, in partnership with the Law Department, uses an array of tactics to encourage and compel payment of delinquent water and sewer charges. Enforcement tools include making phone calls, sending letters, placing liens on property, 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.

Accomplishments: In FY19, the Department ramped up the enforcement efforts on delinquent water accounts, including utilization of outside collections agencies (generating \$21.4 million in FY18), expanding the use of foreclosure on commercial properties (collecting \$9.1 million in FY18, mainly in payments by customers before the auction was held), and using the Data Warehouse to identify and prioritize accounts for letter and call campaigns. The informal hearing process, an opportunity for customers to resolve disputes under \$10,000 without a formal appeal, received nearly 1,000 requests in the first half of FY19.

Plans for Fiscal Years 2020-2024: Water Collections will focus on swift, consistent enforcement in FY 20-24. Addressing accounts with meaningful enforcement actions before debts grow too large to manage is expected to reduce delinquency and increase on-time payments. The current practice of a winter moratorium on water shut offs for residential customers reduces effectiveness and enables balances to build up to levels that are harder for customers to pay. In the coming years, its future use will be reassessed in concert with the effectiveness of the new affordable rate program.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Evaluate the benefits and negative impacts of maintaining a winter moratorium on residential water shut-offs. Increase number of foreclosures on commercial water accounts. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percent change in delinquent principal outstanding (excludes current charges not yet overdue/delinquent and city bills) ¹	0.7%	N/A	0.0%	-1.0%
Percent of Delinquent Water Accounts in Payment Agreements or TAP ¹	10.0%	N/A	12.0%	13.0%

¹ This is an annual measure, and FY19 data will be available at year-end.

TAX BILLING, ACCOUNTING, AND CUSTOMER SERVICE PROGRAM

This program determines which taxes, fees, and fines people owe, lets people know how much to pay, and processes payments received.



Revenue continues to improve on-time filing and payment rates by improving customer service and technology options.

Accomplishments: In FY19, the Department continued to improve the on-time filing and payment rates by improving customer service and technology options. On-time Real Estate Tax payments were 96.1% of the amount billed, an all-time high that exceeded estimates and is a significant improvement over the 94.6% rate at the start of the Kenney Administration. A new Real Estate Tax webpage was launched to make it easier to view balances and make payments. The Department

successfully secured additional vendors to include Philadelphia’s Business Income and Receipts, Net Profits, and School Income Taxes in software packages used by tax preparers. This will increase online filing and return accuracy. Taxpayers filing directly via the Department’s website will benefit from usability and security upgrades made this year before tax season. These changes, combined with efforts to improve in-person, mail and online interactions, are contributing to a 34% increase in customer satisfaction between FY17 and FY18.

Plans for Fiscal Years 2020-2024: Although the Department will continue to make some incremental improvements to the current tax filing and payment processes, the main objective of the organization will be to ensure a successful implementation of a new Integrated Tax System, a multi-year project. The Department will continue to upgrade its communications and technology for electronic filing and payments in the interim, with the goal of increasing the percentage of returns and payments made through those channels. Electronic filing and payment reduces processing times and errors, which improves efficiency and the taxpayer experience.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Increase percent of Real Estate Taxes paid on-time. • Increase percentage of electronic tax filings. • Increase percentage of electronic payments. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percent of real estate tax collected within calendar year ¹	96.1%	N/A	96.1%	96.5%
Total dollar amount collected (General Fund) ²	\$3.9B	\$1.3B	\$3.9B	\$4.1B
Total dollar amount collected (School District) ³	\$1.101B	\$212.5M	\$1.116B	TBD

¹ This is an annual measure, and FY19 data will be available at year-end. The FY18 year-end figure represents Calendar Year 2017, which is the most recent year for which 12 months of data is available.

² This includes real estate, BIRT and all wage taxes. Wage taxes include the PICA tax.

³ School District amounts are from their budget. This includes Payment In Lieu of Taxes (PILOT) revenue. The FY20 target will be available when the District releases their budget later in FY19.

TAXPAYER ASSISTANCE AND CREDIT PROGRAMS

Revenue provides tax relief to individual homeowners and business taxpayers through this program.

Accomplishments: In FY19, the Department continued to pursue data-driven, evidence-based approaches to increasing enrollment. For example, the Department piloted new outreach initiatives including: Tacos and Taxes; invite-only pop-up events for homeowners with delinquent Real Estate Taxes in partnership with Councilmembers; housing counselors and legal assistance to provide one-stop assistance and on-the-spot enrollment in payment plans right in taxpayers’ communities. For each dollar in overtime for Revenue employees to staff these events, \$60 in delinquent Real Estate Taxes were either paid or put into a payment plan. The Department successfully implemented a new law to give residents of cooperative properties the Senior Tax Freeze benefit and processed all timely Homestead Exemption applications quickly enough to have the new, larger discount calculated on the 2019 bills.

With the assistance of the City's PHL Participatory Design Lab, funded by the Knight Cities Challenge, Revenue has continued to use behavioral science to evaluate outreach strategies. Most recently, this was done for the Owner-Occupied Payment Agreement program, an affordable monthly payment program for delinquent Real Estate Taxes. Design Lab researchers and Revenue analysts worked together to evaluate door-to-door outreach for enrollment in tax assistance programs, test direct invites to neighborhood tax assistance events, integrate an experiment into the City's tax system to see if user-focused letter design could improve program compliance, and build capacity for randomized evaluation within the Department. The research showed how redesigning and refining resident communication can increase enrollment in programs like OOPA, improve the experience for residents in the program, and help people in financial distress keep their homes.

The Department continued to administer business tax credit programs, while assisting the Commerce Department with the launch of new grant programs intended to augment or eventually replace tax credits that have challenging administrative burdens and/or low utilization. New tax credit programs were launched, including the Sustainable Jumpstart Program that offers new, eligible sustainable businesses a 0% tax rate for the Business Income and Receipts Tax for the first three years.

Plans for Fiscal Years 2020-2024: In FY20-24, the Department will continue to address barriers to enrollment including language, lack of trust in government, and general awareness of programs by identifying enrollment gaps and collaborating with communities and stakeholders to improve outreach.

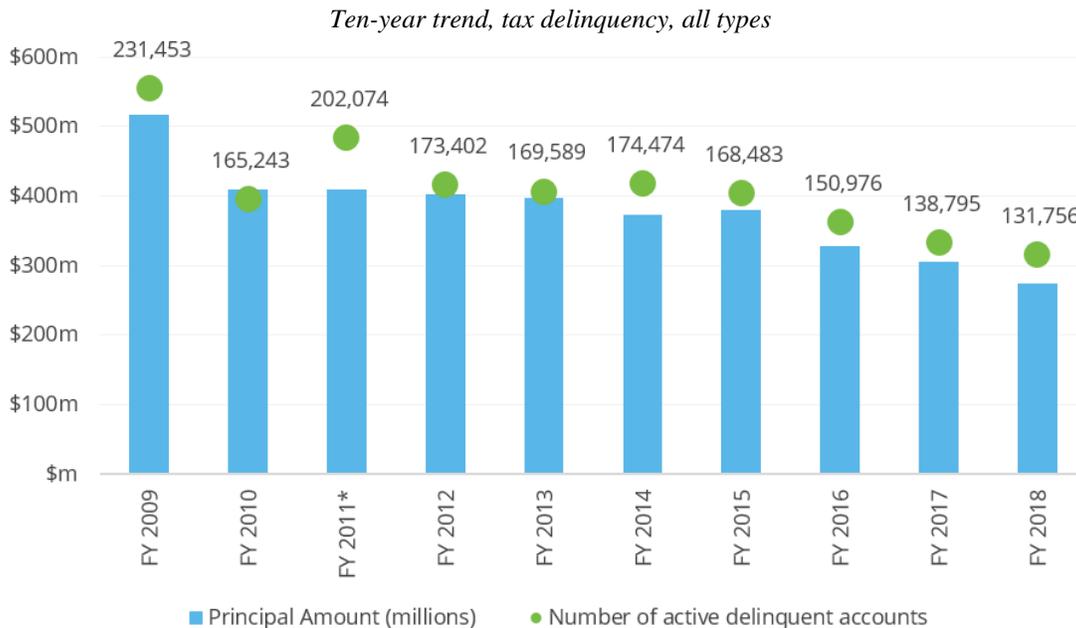
FY20 Strategic Goals				
<ul style="list-style-type: none"> • Increase enrollment in Real Estate Tax assistance programs. • Process all applications in a timely manner. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percent of homeowners receiving relief ¹	78.0%	N/A	79.0%	80.0%
Number of free Federal Tax Returns prepared to support the Earned Income Tax Credit (EITC) ²	26,222	N/A	25,600	25,600

¹ This is an annual measure, and FY19 data will be available at year-end. During FY18, the Department of Revenue's Audit Unit conducted a compliance initiative to identify and revoke Homestead and LOOP from accounts no longer entitled to the program; so while the rate of enrollment has not had a net increase, Revenue is pleased that those enrolled are entitled to the relief.

² This is an annual measure, and FY19 data will be available at year-end. The contracts are funded on a per return basis, capped at 25,600 based on the available funds – but sometimes the vendor is able to prepare more.

DELINQUENT TAX COLLECTION PROGRAM

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,

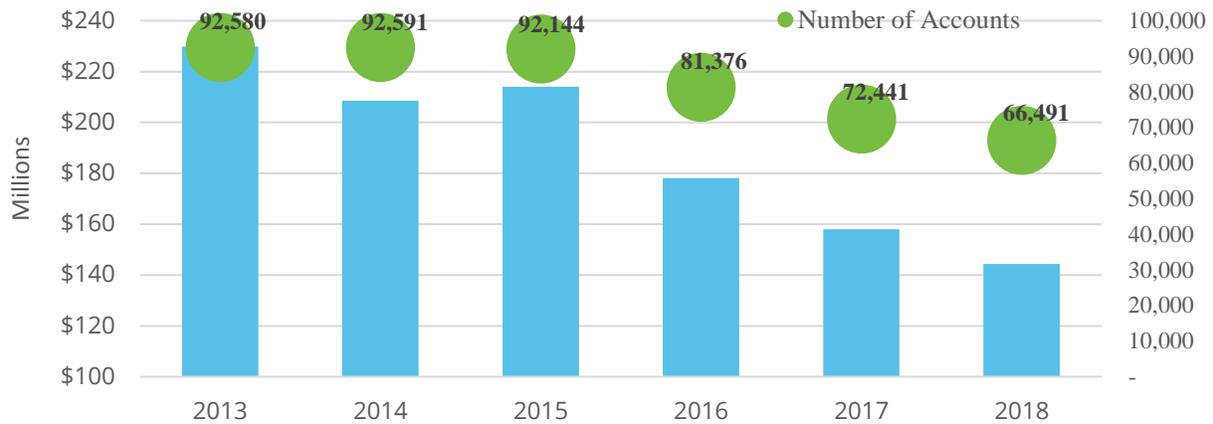


**Revenue changed the definition of active periods from all amounts due to amounts due in the past ten years only to reflect likely collections. Delinquent accounts includes those in payment agreements.*

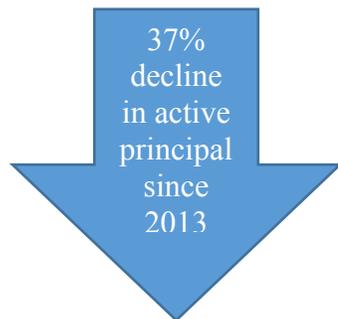
sequestration of the rents from delinquent properties, and administration of payment agreements.

Accomplishments: FY19 marked continuing reductions in the active, delinquent principal for Real Estate and business taxes. Since 2013, there has been a 37% reduction in Real Estate Tax active principal outstanding and more than \$100 million in delinquent taxes for the City and School District has been collected through the Commercial Activity Revocation program, through which the Department can close businesses for non-payment. Other enforcement tools included placing overdue and delinquent accounts

with outside collection agents, using the Data Warehouse to identify suitable candidates for specific types of debt collection actions, and increasing the volume of accounts pursued through Sequestration, a form of



Total Delinquent Real Estate Tax Principal



receivership which protects building tenants while generating more than \$82 million in Real Estate Tax payments to the City since 2014.

Plans for Fiscal Years 2020-2024: The Proposed Five Year Plan includes \$63,000 per year for an additional tax analyst to support the Commercial Activity License (CAL) Revocation program. The addition of this position will help with initiatives to increase collections. The Proposed Plan also includes \$495,000 per year to contract with outside appraisers to provide expert reports and testimony in cases where taxpayers are contesting appraisals made for real estate tax purposes by the Office of Property Assessment.

In FY20-24, Revenue will maintain current collection efforts, while directing resources to the new Integrated Tax System implementation. The new system will have

automated workflows for collection efforts, including automatic placements with outside collection agents, and scoring of accounts to predict the most effective collection approach to maximize or speed payment. The Department will continue to explore opportunities to leverage technology to increase collections, including an upcoming pilot to explore if text reminders can reduce foreclosure.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Reduce delinquent, active principal for Real Estate and business taxes. Increase the percentage of accounts under payment agreement. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percent change in delinquent principal outstanding ¹	-10.6%	N/A	-10.0%	-10.0%
Percent delinquent real estate tax accounts in payment agreements ²	24.1%	N/A	25.5%	25.5%

¹ This is an annual measure, and FY19 data will be available at year-end. This includes both business and real estate taxes for active periods. Active periods being defined as the last 10 years for real estate and the last 6 years for business taxes.

² This is an annual measure, and FY19 data will be available at year-end. This measure consists of active periods. Active periods being defined as the last 10 years for real estate and the last 6 years for business taxes. With the dramatic reduction in the total number of delinquent accounts due to increased enforcement and on-time payments, the ones that remain are more difficult to collect from and less likely to enter into an agreement.

STREETS

MISSION

The mission of the Streets Department is to provide clean, green, and safe streets in a cost-effective and efficient manner. The Department constructs and maintains the City's transportation network and develops solid waste management systems for the public health and safety in Philadelphia's communities.

SOLID WASTE COLLECTION AND DISPOSAL PROGRAM

This program is responsible for residential and commercial solid waste collection and disposal, along with street cleaning.



A new trash compactor.

of community areas. A new, PhilaCan pilot program is being initiated in and around the Temple University area in North Philadelphia, for example, providing large, free waste receptacles to participating property owners, along with a coordinated increase in enforcement and street cleaning efforts. The PhilaCan program is specifically designed to address trash accumulation in highly concentrated multi-resident property areas where there is a lack of sufficient trash storage options between collection cycles.

A separate street cleaning pilot initiative has been established in areas that have been identified through the litter index as problem areas. This pilot will combine mechanical street cleaning resources with on-street field service to move litter from sidewalks and curb lines to the middle of street throughways for mechanical street cleaning removal and disposal. Streets anticipates that established neighborhood litter plans, made possible by the litter indexing system, which rates the presence of litter within a neighborhood on a scale from one to four, will significantly improve the City's overall current 2.3 average litter index score going forward.

The Department is also making significant technological strides in monitoring and managing operations and performance levels. The entire sanitation collections and recycling fleet contingent has been equipped with Global Positioning System (GPS) technology, making it possible to monitor and improve operational productivity in real time, assess performance, and make more long-term efficiency improvements.

Plans for Fiscal Years 2020-2024: The Kenney Administration is proposing a \$2.3 million annual investment in street cleaning to reduce litter on the City's streets and sidewalks. In the spring of 2019, this program will be piloted in several neighborhoods that were identified through the Litter Index as being among the dirtiest in the city.

The Department will continue to be at the vanguard of the City's Zero Waste initiative, serving the multi-agency Zero Waste and Litter Cabinet as its anchor organization and primary implementer of measures to significantly reduce litter and increase waste diversion. Working with partner cabinet agencies, Streets will work to assess and establish multiple and varied litter reduction and waste diversion initiatives. In that regard, the Department is continually innovating to achieve Zero Waste objectives and improve the cost efficiency and effectiveness of the city's waste management operations.



A street cleaning pilot initiative has been established in areas that have been identified through the litter index as problem areas.

Technology is increasingly becoming a more significant component of this effort, along with the exploration of new, alternative waste management systems and methods. Utilizing newly-installed GPS technology, along with the litter indexing system, the Department will establish an entirely new way to monitor and gauge collection route efficiency and resource allocation, as well as more strategic long-term planning of operations generally. The viability of this approach will be made possible with the anticipated development of a new automated system (expected to be operational in FY20) that will provide real-time information for each deployed vehicle unit, and detailed reports on collections efficiency overall. In addition, a new management control center will be established that will effectively operationalize staffing and resources, as well as protocols to be used to monitor the system and manage operations using this technology. Much of the information provided from this system will also be made available to the public on the City's website, via a new "Pick Up PHL" system so that residents can get real-time information about their own trash and recycling collections.

The Department is also working actively on new and transformative waste management contracts with the objective of leveraging the profits obtained by waste management and disposal contractors to fund the Department's educational programs, waste control, and neighborhood clean-up supplies, and to incorporate organics conversion capability, making an organics program potentially viable in the city. Requiring vendors to dedicate a portion of profits to fund educational initiatives and supplies will enable Streets to significantly expand the PhilaCan program to other areas of the city where it will be effective and will also provide for increased marketing and education efforts promoting anti-littering behavior. Additionally, the Department anticipates extended term periods for the new contracts to ensure more cost stability and protection against constantly varying long-term market conditions. This will provide better long-term fiscal planning and budgetary consistency over the life of the contracts.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Achieve an overall 91.0% waste collections on-time average for FY20 through implementation of systems technology and management. Maintain waste tonnage rates at 600,000 tons despite challenging market conditions contributing to increased materials in the waste stream. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
On-time collection (by 3 PM): trash ¹	80.8%	87.0%	90.0%	91.0%
Tons of refuse collected and disposed	575,095	313,472	580,000	600,000

¹ Streets has experienced intermittent staff shortages due to high absentee rates making it necessary to divert compactors and crews to additional routes beyond their regularly scheduled assignments, thereby impacting the Department's on-time rate. Streets expects the on-time collection rate to improve throughout FY19.

RECYCLING PROMOTION AND PROCESSING PROGRAM

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.

Accomplishments: Streets is experiencing extremely difficult recycling challenges which have negatively impacted the Department's recycling diversion rate this year. Specifically, the global recycling paper market has effectively closed due to unrealistically low contamination thresholds, imposed by China, which has by far the biggest market for this commodity. This has essentially eliminated paper as a recyclable commodity, driving down diversion rates and significantly increasing recycling processing costs, from \$48 per ton to well over \$170 per ton. As a result, the Department's recycling management efforts have been focused primarily on mitigating the impact of this global market event on costs and the overall diversion of materials towards recycling (recycling rate). Toward that end, Streets has successfully coordinated with its waste processing and disposal providers to divert unmarketable recycling products to the less costly regular waste stream, while continuing to process more marketable recycling materials. This has dramatically minimized the cost impact of this issue allowing the Department to achieve an aggregate cost-per-ton amount of approximately \$75, while working at the same time to stabilize the citywide recycling diversion rate, avoiding an estimated \$2.9 million in added costs if these actions were not implemented.

Two highly-anticipated studies were completed this past year: one regarding the City's overall waste composition, and another regarding the City's capacity to implement an organics recycling program. Both studies yielded interesting results, the highlights of which demonstrate that there are opportunities to increase participant recycling behavior in specific areas of the city, and that there are opportunities to increase the City's overall diversion rate by including organic materials in the recycling stream.

Plans for Fiscal Years 2020-2024: Global recycling conditions are projected to continue to be a challenge over the next several years. Streets plans to continue to explore and exploit opportunities to increase both recycling participation and the addition of recycling materials to continue mitigating the impact of the overall market. In that regard, the Department is making initial steps to implement an organics recycling program. This includes incorporating organics processing as a new component of upcoming waste management and recycling processing contracts, as well as assessing the resources, program rules, and protocols required to establish this program. Preliminary plans involve drop off locations at sanitation convenience centers where residents can transport and deposit their organics material. Other areas of focus include targeting comprehensive and multi-faceted efforts in communities where recycling participation is low and using technology to track and monitor residents' recycling participation by installing electronic chips to recycling bins to capture participation information. Streets will also introduce a new educational campaign, which will aim to change recycling behavior by decreasing contamination in the material residents set out for collection. The campaign will remind residents what materials should be set out for recycling and will use creative enforcement strategies to remove items such as plastic bags from recycling

set-outs. A 50% reduction in non-recyclable material like plastic bags in the recycling stream would impact the quality and value of materials collected by as much as \$10-15 per ton.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Achieve an overall 97.0% recycling on-time average for FY20 through implementation of systems technology and management efficiencies. Maintain the recycling rate average at 15.0% by capitalizing on opportunities in the recycling market. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Recycling rate ¹	17.0%	15.0%	17.0%	15.0%
On-time collection (by 3 PM): recycling ²	95.9%	96.5%	97.0%	97.0%
Tons of recycling collected and disposed ³	100,599	48,195	102,823	95,000

¹ Significant changes in the global recycling market have drastically decreased demand for recycling products and materials. There has been a significant change in acceptance quality requirements of recycled products overseas, greatly decreasing demand for paper products. In addition, changes in the composition of recycled materials collected (i.e. decreased quantity of mixed paper, cardboard, and container weight products such as aluminum, steel and plastic containers), has also negatively impacted the City's recycling diversion rate over the last several years. This combination has made it very difficult to reach target recycling rate objectives.

² Streets has experienced intermittent staff shortages due to high absentee rates making it necessary to divert compactors and crews to additional routes beyond their regularly scheduled assignments, thereby impacting the Department's on-time rate. Streets expects the on-time collection rate to improve throughout FY19.

³ Significant changes in the global recycling market have drastically decreased demand for recycling products and materials. There has been a significant change in acceptance quality requirements of recycled products overseas, greatly decreasing demand for paper products, and, as a result, significantly increasing the cost of recycling processing operations. In order to mitigate costs, and in response to more stringent quality requirements, the Department has had to divert sub-quality recycling materials into the regular trash stream, decreasing the amount of recycling tons processed.

SANITATION EDUCATION, ENFORCEMENT AND COMPLIANCE PROGRAM

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.

Accomplishments: The Department is currently enhancing its Streets and Walkways Education and Enforcement Program (SWEEP) with soon-to-be-purchased and implemented mobile electronic ticketing devices. This will allow the Department to communicate in real-time, make data-driven decisions, and enhance citizen engagement to increase enforcement impact and reduce the number of violations.

Plans for Fiscal Years 2020-2024: Streets plans to augment enforcement efforts to combat illegal trash dumping installing surveillance cameras targeted in areas known for illegal dumping activity. Cameras will be monitored by enforcement staff on a real-time, daily basis and, in coordination with the Police Department, violators will be identified and fined.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Decrease illegal dumping trash tonnage as a result of enhanced enforcement. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of citations issued	64,549	43,167	80,000	90,000
Number of contacts and warnings	48,656	39,735	50,000	65,000

PAVING AND ROADWAY MAINTENANCE AND REPAIR PROGRAM

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.

Accomplishments: Streets continues to successfully augment roadway resurfacing operations and achieved a major milestone with the addition of a second paving crew, which was added in April 2018. This change,

combined with the overall increase in funding and material resources for roadway maintenance and repair has allowed the Department to increase the number of miles of resurfaced roadway significantly and to allocate roadway maintenance and repair resources to fix street defects more strategically and effectively. A total of 77 miles of resurfacing was completed during FY18, exceeding the Department's 75-mile goal.



Streets' resurfacing crews have increased the number of miles of roadway resurfaced annually.

Streets has already achieved 55 miles of roadway resurfacing during the first half of FY19 with the expectation that at least 95 miles will be completed by the end of FY19. This will represent a 238% increase in resurfacing productivity over the last five fiscal years, reflecting the City's continued commitment to achieving a state of good repair for city streets and roadways. Streets' roadway maintenance crews also repaired more than 57,000 potholes in FY18, greatly surpassing all prior fiscal year performance levels in this regard, with almost 9,000 more potholes repaired in FY18 than in any other previous year.

As part of the Mayor's Vision Zero initiative, the Department completed a total of three protected bike lanes this year, all in center city, along JFK Boulevard, Market Street, and 22nd Street, thus continuing to provide more accessible and sustainable transportation alternatives for Philadelphia residents and visitors. In addition, approximately five miles of street along both Pine and Spruce Streets will be transformed during Spring 2019 with new resurfacing, partially-protected bike lanes, and traffic-calming features. A recently renewed focus on historic street restoration also continues with reconstruction and restoration work for South Philip Street, between Spruce and Delancey.

Lastly, all Streets vehicles that are dedicated to snow and ice plowing and removal have been successfully equipped with GPS technology. This will improve and enhance the efficient deployment and monitoring of winter storm operations going forward and provide objective data to evaluate the Department's performance and allow for the timely and accurate reporting of event activities.

Plans for Fiscal Years 2020-2024: Streets continues to plan and budget for incremental increases in roadway resurfacing operations to reach a targeted total of 130 miles of local streets annually, the minimum threshold necessary to maintain the local street network in a good state of repair. In that regard, staffing, equipment and ancillary resources will continue to be increased to sustain the Department's upward trajectory in resurfacing miles each year, with the objective of fielding a third resurfacing crew by FY23. This will assure roadway resurfacing operations are augmented on an annual fiscal year basis with targeted productivity levels of 101, 110, 115 and 131 miles of resurfacing for each fiscal year from Fiscal Years 2020 through 2023 respectively, and to sustain 131 miles of resurfacing for each fiscal year thereafter. A fully resourced and operational third resurfacing crew is essential for this to occur, and the Department intends to gradually increase staffing over the next four fiscal years to ensure that a sufficiently resourced third crew is properly trained and ready by FY23.

An anticipated new Vision Zero crew operation, to be staffed during this fiscal year, will provide for operations specifically dedicated to the installation and maintenance of a network of protected bike lanes, as well as and various roadway traffic calming approaches throughout the city. This will include establishment and on-going maintenance of bike lanes and painting of new and refreshed traffic-safety markings. Work involved will be closely coordinated with the City's Office of Transportation, Infrastructure and Sustainability (OTIS).

Other newly-hired staff and changes to City Code regulations will provide for the establishment and implementation of a five-year paving moratorium on newly-resurfaced streets and roadways. Any utility or agency seeking a permit or emergency notification to excavate in a street that has been newly resurfaced within a five-year period will be required, at their own expense, to restore and resurface the area, thereby significantly minimizing the impact such excavations have on newly resurfaced roadways.



Streets continues to plan and budget for incremental increases in roadway resurfacing operations to reach a state of good repair.

Lastly, the Department’s organization-wide focus on technological improvements includes the use of GPS technology and informational and tracking systems for the Paving Program. Similar to sanitation technology enhancements, a soon-to-be-established tracking system, which has been integrated with recently activated GPS technology, will allow for the monitoring and efficient deployment of program resources to significantly

enhance and improve winter storm event response operations, as well as roadway maintenance and repair activities. A new “Plow PHL” system will be featured on Streets’ website, providing real-time street mapping information of snow removal operations throughout the city and will depict which streets are plowed and passable during a winter event.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Resurface a total of 101 miles of roadways in the city during FY20. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percentage of time potholes are repaired within 3 days	90.0%	91.0%	90.0%	90.0%
Pothole response time (days) ¹	3.4	3.5	3.0	3.0
Miles resurfaced	77	55	95	101

¹ The great majority of potholes were repaired within three days; however, several outliers specifically during the month of September skewed the overall average for the first quarter. It is expected this measure will ultimately trend back to normal going forward.

RIGHT-OF-WAY (ROW) MANAGEMENT PROGRAM

This program ensures the safe egress of traffic, including vehicles, bicycles, and pedestrians, when streets and sidewalks are closed or detoured due to construction work. This program is also responsible for determining the location, time, method, and manner for openings or excavations of City streets for utility construction and repair.

Accomplishments: As part of the Department’s continuing effort to prevent commercial and building development from encroaching on the public’s right-of-way access from sidewalk and street closures related to construction, Streets has revised and issued new street closure regulations and associated fee structure. The new regulations incentivize right-of-way access with more favorable fee rates when developers incorporate reasonable public access measures during development and construction and corresponding disincentives with increased fees when access is not provided during full sidewalk and full street closures. It is anticipated that this regulation change will result in increased public access, particularly in areas where development and construction work is highly concentrated. The regulations went into effect in January 2019.

In addition, to improve customer service for city residents, Streets successfully modified its process for obtaining a street event permit. Permit applications must obtain pre-screening approval from local Police Districts in advance of being processed. This change has effectively streamlined the efficiency and timeliness of permit issuance process.

Plans for Fiscal Years 2020-2024: The Department continues to strategically focus Right-of-Way management efforts within the context of the City’s Vision Zero initiative regarding the safe and efficient egress of traffic, particularly for pedestrians and bicyclists, when roads and sidewalks are closed or obstructed as a result of these activities. It is anticipated that this increased emphasis will significantly enhance the department’s ability to capture illegal commercial encroachment activity and ensure increased safe and efficient egress of pedestrian, bicycle, and vehicle traffic where encroachments exist.

A focus on right-of-way management technology improvements includes partnering with the Office of Innovation and Technology (OIT), Department of Licenses + Inspections (L+I) and the Philadelphia Water Department (PWD) on an enterprise-wide system that will integrate and coordinate inspection, design and permitting activities online across departments, thereby ensuring development and inspection work within the city is addressed in an efficient, coordinated and consistent manner. The Department’s “Permit PHL” and “Pave PHL” systems (both expected to be rolled out before the end of FY19) represent interactive mapping tools that provide easy-to-read information pertaining to permits for street closures, as well as closure permits issued for construction projects, special events, block parties, detours, resurfacing and other right-of-way information. This will allow real-time access regarding permit, resurfacing and closure information, which has heretofore been very limited.

Streets is also actively increasing right-of-way staff to achieve a sustained 90% on-time response rate going forward, thus allowing the Department to pursue implementation of plan review fees. A sustained 90% plan review rate would allow Streets to obtain regulatory authority to establish a fee schedule for plan reviews.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Achieve an annual average 90% on-time rate for right of way design plan reviews during FY19. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Percent of ROW plan designs completed on-time ¹	85%	73%	90%	90%
Number of ROW inspections	13,376	7,651	13,200	15,200

¹ Lack of plan design staff is negatively impacting this measure. The Department is waiting for civil service engineering lists to be available in order to hire staff to perform sufficient plan design work.

TRAFFIC ENGINEERING, MAINTENANCE AND MANAGEMENT PROGRAM

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.

Accomplishments: Streets continues to focus on achieving the Mayor’s Vision Zero objectives, particularly within the context of the recently released Philadelphia Transportation Strategic, “CONNECT”, Plan, which outlines the City’s multi-modal transportation objectives for the next seven years in establishing a safe and accessible transportation network for pedestrian, vehicular and bicycle traffic and mass transit. The Department worked closely throughout the year with OTIS, the Southeastern Pennsylvania Transportation Authority (SEPTA), and the Pennsylvania Department of Transportation (PennDOT) to identify and reengineer high-injury street corridors across the city, most notably Roosevelt Boulevard. Concept designs along the Boulevard include reconfiguration of traffic signal timings at multiple targeted signalized intersections, reduced traffic speeds, expansion of pedestrian countdown signal timers throughout the city, extensive full signal upgrades and bump-outs for pedestrian safety and bike lanes. A new Neighborhood Slow Zone program was also established, allowing for collaboration between

neighborhood groups and the Department in identifying problem traffic areas within geographic zones, instead of responding to citizen complaints one block at a time.

The Broad Street Avenue of the Arts project, the design for which incorporated full-scale traffic safety intersection improvements, was also fully realized this fiscal year. Construction was completed in July of 2018, encompassing a variety of concept solutions for pedestrian safety. In addition, Streets continues to focus on traffic calming measures, testing and installing speed cushions, primarily on residential traffic corridors where injuries and vehicular speed has been a major concern.



Streets installed a raised intersection on Broad Street.

Plans for Fiscal Years 2020-2024: Streets will continue to focus on Vision Zero strategic objectives, as outlined within the CONNECT Plan, to establish and operationalize efforts targeted to significantly 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, which represents 12% of the city's total street corridors that are responsible for 50% of all traffic deaths and severe injuries. Concept design solutions, 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, will be incorporated on identified high-injury streets. During FY20, for example, construction work will commence on center city's 16th and JFK Boulevard intersections to upgrade the intersection to improve pedestrian accessibility to the newly renovated LOVE Park. All traffic safety solutions will be driven by the objective assessment of accident and traffic data and applicable, as well as practical, concept considerations.

In partnership with OTIS, SEPTA and PennDOT, Streets will work to develop innovative traffic engineering plans and systems designed to improve the effectiveness and efficiency of the city's mass transit network and to continue remaining phases of the Roosevelt Boulevard multi-modal project and other general traffic safety improvements. In addition, Streets will closely coordinate two major initiatives with PennDOT, regarding traffic corridor redesign and signalization to city streets impacted by the ongoing Philadelphia Interstate 95 project and the design and construction of an ambitious plan to cap the divide between I-95 and Delaware rivers around Penn's Landing, including the interstate and Columbus Boulevard, between Chestnut and Walnut Streets.

The Department will also continue to enhance and expand the fully integrated Traffic Operations Center (TOC) to further centralize traffic control and intelligent transportation systems throughout the city. Efforts in this regard will be significantly improved by a newly staffed crew responsible for identifying and marking the location of underground traffic signal control lines when utilities and developers plan to perform excavation work in the vicinity. This will greatly mitigate damage to the Department's expanding signal network, a recurring problem in the absence of staff dedicated to this work.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Increase the total number of signalized intersections connected to the TOC by 2% during FY20. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Average days to repair traffic light	1.0	1.0	1.0	1.0
Average days to repair traffic sign: A-level work order ¹	13.68	12.73	10	10
Average days to repair traffic sign: B-level work order ²	19.62	16.64	20	20
Average days to repair traffic sign: C-level work order ³	32.05	21.64	30	30

¹ An A-level work order is of the highest priority. This rating applies when there is any work required to replace damaged signs/posts, or remove conditions, that represent an immediate hazard to public welfare and safety. Examples include: sign posts knocked down; pole stumps; missing Stop signs when no other sign is available for respective approach; and Yield, One-Way, and Do Not Enter signs.

² A B-level work order is of the first level of medium priority. This rating applies when work is required to install or replace any Regulatory (R-Series) Signs not considered A-level priority; Warning (W-Series) Signs; and School Signs. However, if any work is required to remove a hazardous condition, it becomes a Priority A work order.

³ A C-level work order is of the second level of medium priority. This rating applies when work is requested by the general public. This may include installation or replacement of Parking Signs and Informational Signs, including Street Name Signs; and faded (but legible) signs. However, if any work is required to remove a hazardous condition, it becomes a Priority A work order.

STREET LIGHTING MAINTENANCE AND REPAIR PROGRAM

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.

Accomplishments: Streets continues its ongoing modernization of the entire City-owned street lighting system to improve visibility for traffic safety, minimize light pollution and energy usage, and ultimately reduce energy costs. The Department's citywide light-emitting diode (LED) conversion program efforts resulted in the successful conversion of about 1,100 lights to LED during calendar year 2018. Streets will also conduct 30 LED conversions as part of the much-anticipated first phase of the Martin Luther King Drive street lighting public works overhaul project, which involves newly-installed foundations and replacement of underground cable in addition to newly-converted LED lighting. In addition, another 1,000 LED conversions are scheduled during FY19 upon completion of lighting improvements to the Market-Frankford Elevated Train, along the Kensington and Allegheny Avenue corridors between Frankford and Girard Avenues.

The Department has successfully assumed management and regulation of an entirely new and comprehensive program involving city-wide placement and utilization of distributed antenna systems (DAS) on City-owned pole assets throughout the city, along with the collection of associated fees. DAS systems provide for an antenna network of wireless service within a geographic area and are highly sought after by wireless service providers. Streets' successful creation and management of this new program has resulted in 590 new DAS installations for City-owned poles since May of 2018. It is projected that total installations for FY19 will reach 1,000 throughout the city, yielding an estimated \$1.75 million in revenue for the fiscal year.

Plans for Fiscal Years 2020-2024: The Department is partnering with the City's Office of Sustainability (OOS), Office of Innovation and Technology (OIT) and Philadelphia Energy Authority (PEA) to look into street lighting conversions throughout the city.

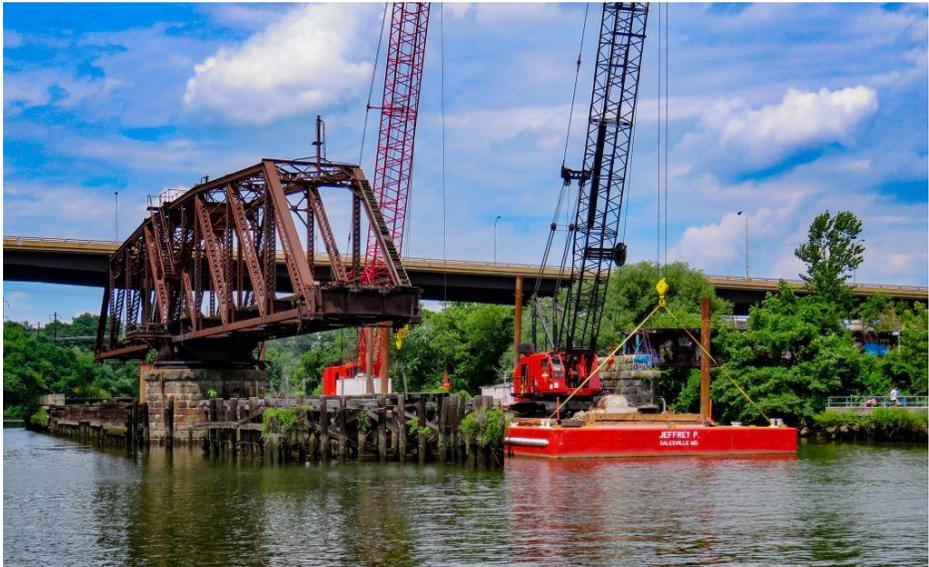
FY20 Strategic Goals				
<ul style="list-style-type: none"> Convert 2,000 streetlights to LED lighting during FY20. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Average response time for pole knockdowns and foundation repairs ¹	36	81	32	32
Average response time for major street lighting repairs ¹	58	51	30	30

¹ Lack of staff and backlogged work orders are impacting this measure. As new staff is hired and backlog addressed, this measure should improve throughout the fiscal year

ENGINEERING DESIGN AND CONSTRUCTION PROGRAM

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.

Accomplishments: Streets is managing a total of 64 capital program and grant-funded public works projects in FY19 either in the design or construction phases, representing an overall total project value approaching \$130 million (\$92.3 million grant-funded and \$37.7 million General Obligation-funded). Notable completed projects this year include: removal of the unused Westmoreland Street Pedestrian Bridge between 3rd and 4th Streets and construction of a new roadway creating a needed throughway to a neighborhood school (\$1.4 million); reconstruction of major supporting retaining wall for Lincoln Drive, as part of a complete overhaul of this roadway, which will include traffic and pedestrian improvements, including a walking path and ADA ramps, as well as drainage improvements (\$14.2 million); emergency project work on Falls Bridge, allowing this important throughway to remain open to traffic (\$462,000); completed design of the Schuylkill River Swing Bridge, providing a vital link as part of the Schuylkill River



Streets removed a swing bridge during a reconstruction project.

Trail and convenient access to Bartram’s Garden, Grays Ferry Crescent, University City, and Center City; and deconstruction of Lefevre Street Bridge in order to construct a roadway connecting Gual and Pearce Streets, thus allowing continued access of this throughway to traffic prior to the upcoming encroachment of new I-95 reconstruction in the area (\$1.3 million).

Department is proud to have received the Philadelphia WTS 2018 Innovative Transportation Solutions Award for innovative design work on the American Street project. This project includes redevelopment of more than two miles of American Street, retrofitting the roadway to incorporate Green Storm Water Infrastructure with multi-modal transportation accessibility and comprehensive pedestrian safety improvements.

In addition, the

Plans for Fiscal Years 2020-2024: The Streets Department continues to maintain a highly effective and successful capital program, coordinating and performing review and approval for multiple and an increasing number of innovative projects within project deadlines and coordinating and performing review and

approval for multiple and varied private development and various roadways, bridges, signal and streetscape projects around the city. The Department’s capital program work is strategically aligned with the City’s Vision Zero and safe and complete streets initiatives, and Streets is proactively working to restore multi-modal access to neighborhoods and close the gaps to provide safe egress for pedestrians and bicyclists in key breaks to the city’s multi-modal network. This is best exemplified by the Department’s plans for a new \$30 million Spring Garden Street Greenway project which will connect major trails in the city from the Delaware to Schuylkill Rivers, while integrating green infrastructure, state-of-the-art traffic synchronization, multi-modal road and trail way access for vehicles, pedestrians and bicyclists and new LED pedestrian and street lights along the corridor. The project is currently in the design phase.

Newly augmented grants and projects management staff persons who have been hired this year will allow the Department to maximize the effectiveness and efficiency of overall grant funding and resultant completion of construction and design projects. These increased efforts and new staff are anticipated to yield a significant return on investment in both expanded utilization of available grant funds and in more efficient and higher-volume federal and state reimbursement for eligible completed projects. The Department expects to receive \$4.8 million more annually in grants and state and federal reimbursement revenue going forward as a result of this staff augmentation.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Increase percentage of completed design projects relative to ongoing design projects by 5% during FY20. • Increase percentage of completed construction projects relative to ongoing construction projects by 5% during FY20. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of ongoing construction projects ¹	21	26	25	25
Number of ongoing designs ²	27	38	20	30

¹ Lower targets indicate that the Department is completing projects.

² Increased project work load is significantly impacting this measure.

CITY STREET PLANS AND SURVEYING PROGRAM

This program studies and revises the City's general street system plans while also maintaining maps of land use, the general system, and street names. This program also maintains street and surveying plans, which are available upon public request.

Accomplishments: This past year, the Survey Bureau began reviewing and approving all legal descriptions for newly subdivided or consolidated parcels of ground prior to recording at the request of the Office of Property Assessment (OPA). The purpose of this review and approval is to ensure accurate property records.

Plans for Fiscal Years 2020-2024: The increase in commercial and private development in the city over recent years has resulted in many new developments not being properly reflected in the City Plan, and, as a result, property boundaries and curb lines not being properly defined. The Department is augmenting staff and focusing efforts to adequately provide for the coordination of survey work city-wide and cooperation with various City departments. This will provide for the continued updating of the City Plan so that it properly captures property and street changes in the city.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Re-establish a minimum of 100 survey monuments throughout the city during FY20. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Average days survey district response time ¹	35	35	30	30
Total cost of survey services provided to others ²	\$1,865,274	\$949,301	\$2,000,000	\$2,300,000

¹ Survey response time is projected to improve going forward. With projected additional staff, this trend should continue.

² As new staff is hired, it is expected total costs will reach the target \$2 million by the end of the fiscal year.

GENERAL ADMINISTRATIVE SUPPORT PROGRAM

This program is responsible for agency-wide management, including finance, human resources, occupational health and safety, and planning and analysis.

Accomplishments: Streets has forged a strong partnership with the City’s Office of Workforce Development as part of the overall City as a Model Employer initiative, in further developing and enhancing Streets’ Philly Future Track Workforce Development program. Since the inception of Philly Future Track in FY18, Streets has successfully transitioned a total of 25 program graduates into City civil service positions. The Department has also established a new and innovative internship-to-hire program for engineering interns. This program uses the internship as part of the civil service assessment process necessary to be placed and hired from a civil service list. It is anticipated this initiative will provide for increased diversity in engineering positions and more timely hiring for entry-level engineering positions.

Plans for Fiscal Years 2020-2024: The Department has become increasingly focused on integrating operational performance with its overall strategic objectives. In that regard, the Commissioner is standardizing a new divisional performance review process whereby each unit’s performance measures are evaluated on a quarterly basis in the context of meeting the Department’s overall strategic objectives and performance goals for the fiscal year. Executives, program leaders and managers review performance levels and proactively identify action plans for improvements and proper resource allocation. It is expected that this process will yield significant performance improvements and ensure on-going alignment with overall Department strategy and goals.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Successfully hire a minimum of 10 participants of the Department’s Future Track workforce development program into civil service employment during FY20. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of operating invoices processed	5,565	2,733	5,000	5,500
Average days to process operating invoices ¹	4.3	4.0	3.5	3.5

¹ An unexpected loss of staff early in the fiscal year impacted Q1 and into Q2, which resulted in a slightly higher overall average above target for the quarter. The Department is moving forward with hiring additional staff. Once this occurs, the overall average should trend towards the target level going forward.

SUSTAINABILITY

MISSION

The Office of Sustainability (OOS) moves Philadelphia toward a shared vision of a city providing environmental, equity, economic, and health benefits for all.

GREENWORKS PROGRAM

Greenworks is the City's comprehensive sustainability plan, covering topics such as climate change, natural resources, air quality, waste management, food access, transportation, and green jobs. OOS works with partners around the city to improve quality of life for all Philadelphians, reduce the City's carbon emissions, and prepare for a wetter, hotter future.



Hunting Park residents and OOS staff at the Beat the Heat Design Workshop.

Accomplishments: Analysis conducted on behalf of OOS showed that some Philadelphia neighborhoods can be as much as 22 degrees hotter than others and that these areas are predominantly occupied by people of color and low-income people, demonstrating that this disparity is not just a climate change and public health issue, but an issue of racial equity. This summer, OOS brought on a Heat Fellow with funding from Partners for Places and the Knight Foundation, to run a heat pilot in Hunting Park, one of the heat-vulnerable neighborhoods in the city. Through the pilot, OOS worked with City departments and community partners to understand how residents currently cope with heat, and what they would like to see in their community to reduce temperatures. Over 530 survey responses were collected, and a

neighborhood design workshop was held to help residents envision a heat-resilient community. A Hunting Park Heat Plan will be published to help implement the community's vision and to share lessons learned with other communities suffering from disproportionately high heat.

After a public comment period, OOS published a final version of *Powering Our Future: A Clean Energy Vision* for Philadelphia in August. The document identifies opportunities for the City, other government agencies, residents, and businesses to help achieve citywide climate and energy goals. The biggest request made during the comment period was a desire to understand how the City will work quickly to cut emissions citywide. In response, OOS also issued a *Clean Energy Vision Action Plan* in September, which includes growing existing programs, launching new efforts to improve efficiency in buildings, advancing educational opportunities, and advocating for state and federal policies.

In October of 2018, Philadelphia was selected as a winning city in the Bloomberg American Cities Climate Challenge, which offers support to cities to spur local innovation around efforts to tackle the causes of climate change. Much of the support received will go to scale up efforts to reduce carbon emissions from buildings and transportation, the two largest sources of emission in Philadelphia, including those policies prioritized in the *Clean Energy Vision Action Plan*.⁵⁸

OOS also manages the Food Policy Advisory Council (FPAC), which is comprised of six subcommittees focused on hunger, food waste, health, jobs and more. This year, FPAC ran a community compost design

⁵⁸ The *Clean Energy Vision Action Plan* is available at: https://www.phila.gov/media/20180911133120/CEV-Action-Plan_Final.pdf

competition to identify new affordable compost systems suited for an urban environment. While no single design was a clear winner, two designs will continue to be tested and refined. FPAC also updated the Good Food Caterer guide, which helps consumers find businesses offering food that is healthy, fair, sustainably-sourced, and the Philly Food Finders resource guides, which helps residents find food resources like soup kitchens in their community and secured a \$150,000 William Penn Foundation grant to support an Urban Agriculture Master Planning effort that will kick off in 2019.

In February 2018, OOS released the Greenworks Review, a magazine-style annual report which touted the City's sustainability progress of the prior year, highlighted residents and organizations advancing sustainability in their own communities and provided information and resources to inspire others. The magazine was well-received by a variety of external stakeholders and served as a new communications model for the Office. A new OOS Outreach and Communications Coordinator started in May and has been setting a new strategy for the office.

In June, Philadelphia City Council adopted the 2018 International Building Code, meaning that new commercial or multifamily buildings built in Philadelphia will be as much as 30% more energy efficient. Philadelphia is one of the first cities to adopt the new codes. Previously, Philadelphia used codes published in 2009. All told, the changes could save about \$51 million per year in energy costs (benefitting those who operate/manage any new commercial buildings that meet the new code).

OOS continues to implement Philadelphia's energy benchmarking and disclosure requirement for large buildings. More than 2,700 buildings report annually through the program, and data is made publicly available through a data visualization tool and on Open Data Philly. This year OOS worked with Green Building United, a local non-profit, to improve outreach and engagement around the program. OOS also partnered with a University of Pennsylvania graduate student to pilot tenant engagement strategies for residents in low-performing apartment buildings reporting through the benchmarking program.

Plans for Fiscal Years 2020-2024: OOS will scale up climate action in several ways in the coming years. The Office will be compiling a new climate action plan that includes a citywide adaptation strategy to help others understand the risks that climate change will bring and how to become more resilient to the changing climate. OOS will continue to work with departments to implement the actions outlined in *Growing Stronger: Toward a Climate-Ready Philadelphia* and advance policies that support climate adaptation. OOS will advance programs and policies identified in the Clean Energy Vision Action Plan and included in the Bloomberg American Cities Climate Challenge to slash carbon emissions from buildings and transportation, the two largest sources of carbon emission in Philadelphia. OOS will also release a new citywide greenhouse gas inventory. Using a common methodology to assess the existing state of carbon emissions, the citywide greenhouse gas inventory will categorize emissions by scope, based on their source, allowing OOS to track emissions trends and make decisions on where to focus efforts.

With William Penn funding secured, OOS will partner with other City agencies in the upcoming year to issue a Request for Proposal (RFP) for a consultant to research and write an urban agriculture master plan for Philadelphia, engaging key City and community stakeholders. The plan will help establish goals and metrics, formalize commitment to urban agriculture, engage in a land suitability analysis, develop funding strategies, and create road maps for interagency coordination and public-private partnerships.

OOS will also lead a second phase of work on heat equity, both deepening the work already underway in Hunting Park to help advance the implementation of community-identified interventions, and in creating a toolkit for other neighborhoods to replicate to address high heat.

FPAC will create an equity road map that operationalizes FPAC's values of inclusion, diversity, and equity to ensure that people most affected by food systems challenges are at the table and leading the work. FPAC will also partner with the Zero Waste and Litter Cabinet and Philadelphia Parks and Recreation to launch a community composting initiative throughout the city.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Implement the Greenworks plan in partnership with other City agencies. • Educate and engage residents, businesses, community organizations, non-profits and other partners about Greenworks and encourage them to take action to achieve the common goal of a sustainable city for all. • Implement the policies and programs outlined in the Clean Energy Vision Action Plan. • Implement the workplan established as part of the Bloomberg American Cities Climate Challenge. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Social media followers (through Facebook, Twitter and Instagram)	13,280	13,645	13,780	15,000
People reached ¹	8,104	2,466	10,866	11,500
Percentage of total buildings in compliance with energy and benchmarking law ²	88%	N/A	90%	92%
Organic waste composted and recovered through city activities (tons)	23.2	5.9	10.0	12.0
Number of people who engaged with Food Policy Advisory Council (FPAC) during the reporting period ³	2,768	N/A	2,800	2,850

¹ Sustainability has small and large community events lined up for the colder months (in FY19 Q3) and large community festivals and conferences lined up for the warmer months (in FY19 Q4).

² This is an annual measure, so FY19 data will be available at year-end.

³ This is an annual measure, so FY19 data will be available at year-end. This measure includes attendance at FPAC meetings, newsletter subscribers, and social media followers.

ENERGY OFFICE PROGRAM

The City of Philadelphia's Energy Office, housed within OOS, manages City government energy operations; strategically procures cost-effective, reliable energy; promotes energy conservation and efficiency within City facilities; and develops and implements projects and programs that promote the efficient use of energy and reduce the City's environmental impact.

Accomplishments: The Energy Office serves a key operational role in City government. The Energy Office ensures that utility bills are tracked, audited and paid; while also maintaining the City's energy budget.



Mayor Kenney signs the Solar Procurement Bill.

Through a utility bill management system, the Energy Office manages 5,000-6,000 bills a month, allowing the City to track usage patterns, benchmark facilities, and complete an accurate greenhouse gas inventory. The Energy Office also provides strategic procurement of electricity, natural gas and vehicle fuel to the General, Water and Aviation Funds and provides training and education opportunities for City employees, teaching them how they can help the City meet its goals through conservation.

In November, City Council unanimously passed legislation enabling the City to enter into a contract with the Philadelphia Energy Authority, who would in turn contract with a solar provider to construct a solar facility that will provide the City with 22% of its electricity needs. The resulting project will be built in Adams county and will be the largest solar facility in Pennsylvania by sevenfold. The City will lock in today's prices for the duration of the 20-year contract. The project will also provide job and economic opportunities for Philadelphia and regional workers and firms, through job fairs and job training programs.

This year, the Energy Office worked with the Philadelphia Museum of Art (PMA) and the Philadelphia Energy Authority to kick off a \$11 million energy efficiency retrofit of the Museum, which is a Guaranteed Energy Savings Act (GESA) project. GESA allows governments to use ESCOs to implement energy conservation measures at a single site or set of sites. Under Pennsylvania's GESA, a municipality contracts with an ESCO to perform an energy audit on targeted buildings and install Energy Conservation Measures (ECMs) on the municipality's behalf. The ESCO guarantees the energy savings of the project and thus each year's repayment obligation. The municipality's payments are designed to be wholly funded from the energy savings achieved from the improvements, and are guaranteed by the ESCO, who must pay the difference if there is a shortfall in the projected energy savings. This guarantee gives the municipality assurances that it would otherwise not have. The Museum has been one of the largest energy consuming city-owned buildings, costing approximately \$3 million annually. The retrofit will invest in a mix of energy conservation measures, including lighting, heating and cooling equipment and building control systems, and has been folded into the museum's larger core project. The Energy Office is currently helping with project management and implementation of the work, which is expected to be completed by the fall of 2019. After the project is completed, it is estimated to result in \$750,000 per year in avoided utility costs.

To support the growth of local solar energy installations, the Energy Office worked with the Office of Data and Digital Transformation to create the SOLARrooftops application, which helps residents and businesses in Philadelphia estimate the solar potential of their rooftops by providing a conservative estimate of solar panel electricity production for every building in the city. The site also includes a list of resources and programs to support solar energy.

The Energy Efficiency and Sustainability Fund (EESF), which is a fund that uses OOS capital funding to support energy efficiency projects in City-owned facilities, continued to provide funding support to City agencies for projects such as the installation of high-efficiency light-emitting diode (LED) lighting throughout City government buildings (such as Fire Stations, Correctional Facilities and Recreation Centers). Through the EESF, the City incorporated energy efficiency into the design of large capital projects and has developed a set of standards that are intended for use in Capital projects and the City's Rebuild initiative.

During high-demand days, such as on days that are hot and humid, the Energy Office works with facility managers of City buildings to voluntarily reduce electricity consumption. These actions help to increase grid reliability and avoid using high-emissions energy generation sources. Thanks to load management programs, the City avoided higher utility costs over the past summer.

In September, the Energy Office convened a group of cities located within the regional power grid territory that have ambitious clean energy and climate goals to learn more about how cities can influence power grid policies and decision-making, which can impact the amount of renewable energy on the grid. The Office of Sustainability was awarded an Urban Sustainability Directors Network Innovation Fund grant of \$70,000 to continue to convene a city network to advance this partnership.

Plans for Fiscal Years 2020-2024: The Energy Office will continue its operations roles and will continue to implement projects that help meet the goals of the Municipal Energy Master Plan, which will act as a roadmap for how Philadelphia's city government will lead by example in mitigating the causes of climate change by reducing energy use and costs, making operations more efficient, and advancing environmental stewardship. In collaboration with the Streets Department, the Office will begin working on a project to retrofit all of the city's streetlights with LED lights and controls, one of the most impactful energy saving projects the City can undertake.

The Energy Office will continue to support Greenworks' energy reduction goals through data-driven strategies designed to increase awareness of energy usage and maximize energy savings. These strategies include continued use of the Office's web-based utility bill management database, where energy use data is collected and shared with City departments. Armed with the ability to track energy use through the database, agencies better understand the opportunities and benefits of energy efficiency. Through its

Building Monitoring Pilot Program, the Energy Office will monitor building activity for the City’s four largest downtown buildings and communicate with operations personnel to highlight energy waste, help troubleshoot building controls, and highlight operations practices that need attention.

The Office will also continue to manage the City’s participation in energy load management programs, like demand response, where the City is asked to reduce its energy consumption at key times throughout the year, when demand is at its highest. The Office will also continue to measure and verify the City’s first guaranteed energy savings project at the City’s four largest downtown office buildings. The Energy Office will also continue to work with partners to advance the Guaranteed Energy Savings Act (GESA) project at the PMA. In addition to the PMA project, the Energy Office will bid and start construction for an HVAC and lighting renovation at the City’s Fire Administration Building with a project cost of approximately \$900,000.

Ensuring that the City of Philadelphia purchases energy at an affordable rate is another goal of the Energy Office, which purchases the City’s electricity, natural gas and vehicle fuel. The Office will continue to monitor this supply and work to minimize price volatility. Through the Energy Efficiency and Sustainability Fund, OOS will continue to make funding available to departments on a competitive basis to support energy efficiency and sustainability projects within City-owned facilities.

Lastly, the Energy Office will advance the city network partnership around power grid policy-making, support the implementation of the Bloomberg American Cities Climate Challenge projects, and continue to work with the Rebuild team to ensure the efficiency and sustainability of its investments.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Attain a 3% reduction from the City of Philadelphia facility energy use and cost, as compared to a three-year average for FY16-18, including for General, Aviation, and Water Funds. • Ensure that 62% of General Fund square footage is participating in energy management practices supported by the Municipal Energy Master Plan. • Ensure that 80% of identified City departments are engaged in energy management practices supported by the Municipal Energy Master Plan. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 only)	FY19 Target	FY20 Target
City of Philadelphia facility energy consumption, including General, Aviation and Water Funds (Million British Thermal Units) ¹	4.02	0.81	3.78	3.78
City of Philadelphia facility energy cost including General, Aviation and Water Funds (\$ million) ¹	\$62.75	\$14.30	\$67.04	\$67.04
Percentage of General Fund square footage participating in energy management practices supported by Municipal Energy Master Plan ²	56.0%	N/A	60.0%	62.0%
Percentage of identified City departments engaged in energy management practices supported by Municipal Energy Master Plan ²	68.0%	N/A	75.0%	80.0%

¹ FY19 Q2 data will be available in FY19 Q3. The FY19 target is based on a 3% reduction in usage from the three-year average for FY16-18.

² This is an annual measure, and FY19 data will be available at year-end.

WATER

MISSION

The Philadelphia Water Department (PWD) supports public health by planning for, operating, and maintaining the infrastructure and organization necessary to reliably provide an uninterrupted supply of high-quality drinking water for its 1.6 million customers; meeting household, commercial and firefighting needs; and sustaining and enhancing the region's watersheds and quality of life by treating wastewater to high standards and effectively managing stormwater.

FINANCE PROGRAM

This program is charged with overseeing the PWD's financial, accounting and budgetary functions, including overseeing the budgeting and accounting for PWD financial activities; achieving an affordable and fair rate structure through a transparent rate-making process; and issuing PWD Financial Reports. In addition, the program processes PWD expenditures and completes all documentation related to federal and state grants for the Water Department.

Accomplishments: In FY18, PWD worked with the Office of the Director of Finance, the City Treasurer's Office, and other departments to issue a series of City of Philadelphia, Water and Wastewater Revenue Refunding Bonds, which will deliver net present value savings of approximately \$28.5 million through year 2035, which will help reduce future rate increases. The debt issuance maintained current "A" category ratings from all three major rating agencies [A1 (Moody's), A+ (Standard & Poor's) and A+ (Fitch)] with stable outlooks for the utility.

PWD continues to implement monthly budget performance reports for all its programs to better manage its operating budget and five-year financial plan. PWD fiscal staff also worked with accounting staff from the Office of the Director of Finance to complete the PWD portion of the City's Comprehensive Annual Financial Report (CAFR), which is produced on an annual basis. PWD's Accounting Unit has also worked to process vendor payments and payroll efficiently and on a timely basis.

In July 2018, PWD's finance team, in conjunction with the Law Department and Water Revenue Bureau, concluded a rate setting process with City of Philadelphia Water, Sewer and Stormwater Rate Board to determine FY19 and FY20 service rates for water, sewer and stormwater. The FY19 rates became effective September 1, 2018.

Plans for Fiscal Years 2020-2024: This program will continue to work to make the PWD budgeting process more efficient and effective by collecting and analyzing various costs and metrics closely to ensure a fair rate structure and preparing a five-year projection of the Water Fund costs to ensure that the Department is able to maintain a sound financial position.

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 Accounting group will also encourage more vendors to request payments through electronic automatic clearing house (ACH), resulting in faster payments. The group will also continue to identify internal efficiencies related to vendor payment processing.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Ensure timely administration of operating and capital budgets, PWD invoicing, and the timely completion of all financial reports. • At least maintain PWD five-year financial plan to ensure financial resiliency and maintain existing credit ratings. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 only)	FY19 Target	FY20 Target
Maintain current credit ratings (A+ / A1 / A+) ¹	A+, A1, A+	N/A	A+, A1, A+	A+, A1, A+
Achieve targeted debt and liquidity metrics as defined by the Department's Financial Plan ²	100%	N/A	100%	100%

¹ This is an annual measure, and FY19 data will be available at year-end. The Water Department aims to ensure that the current creditworthiness of the Department does not decline.

² This is an annual measure, and FY19 data will be available at year-end. This measure assesses whether PWD is achieving its targeted debt and liquidity metrics as defined by the Department's Financial Plan.

HUMAN RESOURCES AND ADMINISTRATION PROGRAM

This program supports the continued development of a talented and diverse PWD workforce by utilizing human resource planning (such as personnel recruitment, placement, career development and safety programs) and administrative services that are consistent with the long-term needs of the PWD and with the City's goals for diversity. This program also manages the building facilities, machine shop and security services for PWD.

Accomplishments: In FY18, PWD continued to provide opportunities for Philadelphia youth, young adults, and citizens with barriers to employment to gain career exposure, workforce development training, and access to permanent employment opportunities with the City, including participating in the City as Model Employer initiative, which prepares individuals who have barriers to employment for middle-skill positions that are difficult for City departments and private sector employers to fill. In FY18, over 100 Philadelphia high school and college students were provided with student employment opportunities exposing young professionals to a variety of water industry career paths.

The Department also provides funding and support to PowerCorps PHL, a workforce training program with a proven track record of connecting citizens with barriers to employment to career pathways. In FY18, PWD provided over 50 PowerCorps participants with training and professional work experience, ranging from stormwater infrastructure maintenance to waterways restoration.

In addition to student employment and training partnerships, the Department expanded pathways to permanent employment for graduates of PowerCorps and Philadelphia School District technical trades programs by increasing apprenticeship opportunities across the Department. Currently, 20 PowerCorps alumni and 14 Philadelphia trades program graduates are employed in permanent or trainee positions within PWD, ranging from electrician to grounds and facilities maintenance workers.

Plans for Fiscal Years 2020-2024: This program will continue to build its capacity to recruit, hire, and train staff while supporting and expanding a "safety culture" throughout the Department. In each of these efforts, special focus will be directed toward the development and expansion of programs that are in support of the City as Model Employer initiative, including PWD's Apprenticeship and Internship programs. In coordination with the Office of Human Resources, special focus will also be paid to continuing to reduce the overall vacancy rate.

The Facilities Management group will similarly continue to provide maintenance services throughout the Department, ensuring that each of PWD's facilities is able to operate at full capacity without interruption. There will also be an ongoing effort to review and modernize security, commensurate with the demands and risks of a twenty-first-century utility.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Ensure that personnel recruitment, placement, training, career development, and safety programs are consistent with long-term needs of the Department and the City's goals for diversity and inclusion. • 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. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 only)	FY19 Target	FY20 Target
Departmental vacancy rate (%)	11%	14%	< 10%	< 15%

¹ This measure is only tracking operating budget vacancies. In FY19, all capital vacancies were transferred to operating, a total of 72 vacancies, which increased the numerator substantially in PWD's operating calculation. PWD will continue to work with the Office of Human Resources to hire vacant positions.



Recently completed LEED Silver Certified West Philadelphia Maintenance Yard. This new facility includes a state-of-the-art training facility, climate controlled storage for sewer flushing machines, and several green stormwater management practices.

requirements in calendar year 2017. All three plants received a platinum award from the National Association of Clean Water Agencies (NACWA) – their thirteenth, seventh, and eighteenth platinum awards, respectively, for the Northeast, Southwest, and Southeast plants. The platinum award is given to facilities that are in perfect compliance with the Environmental Protection Agency's (EPA) National Pollutant Discharge Elimination System (NPDES) requirements for five consecutive calendar years. These requirements address water pollution by regulating point sources that discharge pollutants.

In August 2018, the Water Department marked 20 years 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 that PWD has and continues to meet or exceed all "Phase III" performance requirements, producing high-quality drinking water, for two consecutive decades. These efforts have also enabled PWD to meet the requirements of the EPA's Interim Enhanced Surface Water Treatment Rule and the Long Term II Enhanced Surface Water Treatment Rule, both of which outline drinking water requirements for public water systems.

OPERATIONS PROGRAM

This program manages integrated water and wastewater services that meet or exceed all state and federal regulatory requirements to protect and preserve Philadelphia's water resources. It operates, maintains, repairs and improves the water systems necessary to purvey dependable potable drinking water while ensuring appropriate quality, pressure and volume. It also operates, maintains, repairs and improves the wastewater systems necessary to efficiently collect and treat wastewater and stormwater to protect and improve the environment.

Accomplishments: The three Water Pollution Control Plants (WPCPs) maintained high levels of treatment efficiency and met all permit

PWD's three drinking water treatment plants and three wastewater treatment plants continued to achieve 100% compliance with the Safe Drinking Water Act and Clean Water Act permit requirements, respectively.

The Leak Detection Survey program has operated successfully within the Water Conveyance Section for over thirty years. Leak detection crews use state-of-the-art technology (leak correlator and correlating leak loggers) to proactively survey the water distribution system for hidden leaks. In FY18, the Water Department surveyed 742 miles of small-diameter mains, with corrective measures abating approximately 46.6 million of gallons per day of leakage.

Plans for Fiscal Years 2020-2024: Operations will continue to operate the water and wastewater systems dependably, supplying service to the city of Philadelphia and 11 wholesale customers. This program will maintain, repair and improve the water and wastewater systems efficiently by investing in infrastructure, evaluating alternative technologies, managing PWD maintenance programs, and investing in new technologies, all while continuing to maintain the structural redundancy that is needed to ensure continuous operation. Operations will also continue to improve maintenance efficiencies for Green Stormwater Infrastructure.

Key services will comply with existing and anticipated state and federal regulations. Operations will also continue to evaluate alternative methods for achieving compliance to address changing regulations; work with regulators, peer groups and experts to ensure long-term compliance; and work on updating metering infrastructure.

In FY19, the PWD received the necessary approvals to finalize a long-term contract with its selected Advanced Metering Infrastructure (AMI) vendor. The existing meter reading system devices are reaching the end of their useful life and are in need of replacement. AMI will provide enhanced customer service, potential to reduce high bills due to leakage and operational efficiency improvements. In addition, new functionality, including tamper and leak detection and meter failure notification, will support greater overall system reliability.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Operate, maintain, repair, and improve the water system necessary to purvey potable water in compliance with the Safe Drinking Water Act and the Partnership for Safe Water Goals and at adequate quantities and pressures to supply the city of Philadelphia, wholesale customers, and firefighting requirements. 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 in compliance with the Clean Water Act. Continue to comply with all federal and state regulations relating to water and wastewater management. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 only)	FY19 Target	FY20 Target
Millions of gallons of treated water ¹	81,485	21,572	meet customer demand	meet customer demand
Percent of time Philadelphia's drinking water met or surpassed state and federal standards	100%	100%	100%	100%
Miles of pipeline surveyed for leakage ²	742	153	1,110	1,110
Water main breaks repaired ³	977	151	meet customer remand	meet customer demand
Average time to repair a water main break upon crew arrival at site (hours) ⁴	6.5	7.0	8.0	8.0
Percent of hydrants available ⁵	99.5%	99.5%	99.7%	99.7%
Number of storm inlets cleaned/year ⁶	103,535	25,836	100,000	100,000
Wastewater Treatment met or surpasses state and federal standards/month ⁷	100%	100%	100%	100%

¹ PWD's target is to meet customers' demand. The measure is calculated by taking weekly average treatment flow summed for 3 plants x 7 days to get millions of gallons of treated water.

² There were 50 more breaks witnessed in Q1 of FY19 (153 leaks) as compared to Q1 of FY18 (103 leaks), increasing this unit's referral work. This unit goes out to each break to detect additional leaks. Water anticipates that the number of miles surveyed will increase during the remainder of the year to meet the target.

³ The Department's target is to repair all water main breaks.

⁴ Eight hours is the Water Department's service-level agreement (SLA). There were 50 more breaks witnessed in Q1 of FY19 (153 leaks) as compared to Q1 of FY18 (103 leaks), increasing this unit's arrival time in FY19 Q1 as compared to FY18 Q1.

⁵ In FY18, PWD's inventory of hydrant parts was depleted due to a delay in awarding a Departmental contract. The contract has since been awarded and materials for hydrant maintenance have been procured for FY19.

⁶ This is the number of inlets cleaned each quarter in PWD's system, which contains over 79,000 inlets.

⁷ This is calculated by taking the number of days out of compliance and dividing it by days of the month or quarter.

ENGINEERING AND CONSTRUCTION PROGRAM

This program provides technical support to the Operations Program. It prepares and implements the capital budget program which includes design, project control and construction management for new and existing assets. The program ensures the renewal and replacement of the PWD's conveyance and collector systems, as well as its treatment facilities.

Accomplishments: In FY18, the capital program encumbered \$369.7 million, keeping pace with its planned spending for FY18 and reducing the capital appropriations carried forward from prior years. Capital-funded projects included replacing 19 miles of water mains, reconstructing/rehabilitating 8.3 miles of sewers, making improvements to PWD facilities, and installing green stormwater infrastructure. 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 these storage tanks was completed and placed into service in FY18, and work on tanks #2 and #3 continues.

Other significant projects currently in construction:

- New Gravity Thickeners⁵⁹ at the Northeast Water Pollution Control Plant (NEWPCP), a \$38.5 million project, is currently 95% complete and will be fully completed in FY19.
- The By-Pass conduit from the Primary Sedimentation Tanks to the Chlorine Contact Tanks, a \$15.9 million project, is currently 95% complete and will be fully completed in FY19.
- The construction of a \$111 million, 10-million-gallon Clear Water Basin at the Baxter Water Treatment Plant continues and is currently approximately 30% complete.
- The new \$17.7 million West Philadelphia Sewer Maintenance Facility is nearing completion and will be fully complete in FY19.

The PWD continues to coordinate with the Streets Department and all other utilities for work in the street, from the capital project design phase to post-project street repairs and repaving. In FY18, the Department worked with Streets and the Department of Licenses and Inspections to update the sewer connection and inspection process for plumbers, resulting in better connections and long-term sewer and street conditions and implemented a new sewer connection protocol. This work will help preserve the structural integrity of city streets, as well as water and sewer infrastructure.

Plans for Fiscal Years 2020-2024: This program will continue to reinvest in the Department's infrastructure through its capital program. The Department's FY20 capital budget is \$400.9 million plus carryforward and includes funding for ongoing infrastructure upgrades and maintenance through pipeline monitoring and best practices in asset management. These investments will allow the Department to 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.



Dry weather inspection of PWD's Venice Island Pumphouse Green Roof [looking North].

The Department anticipates that over the next twenty years, compliance with the Consent Order and Agreement, a 25-year regulatory commitment to comply with the Long Term Control Plan Update of the Clean Water Act, will significantly increase capital and operating expenditures related to its CSO Program requirements. Looking ahead to the tenth-year milestone, PWD continues to review program cost and delivery to optimize the program while satisfying necessary regulatory requirements. As of the most recent projections, the total cost of the 25-year program is approximately \$4.5 billion, of which approximately \$3.5 billion are capital-related costs and \$1 billion are operation and maintenance costs.

⁵⁹ "Gravity Thickeners" are a process by which secondary sludge is thickened from less than 1% solids to 3-4% solids prior to being mixed with primary sludge and sent to sludge digestion.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Manage and maintain PWD's renewal and replacement program of the conveyance and collector's system. • Optimize and/or maintain the resources required to renew the Department's treatment facilities to ensure reliability. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 only)	FY19 Target	FY20 Target
Miles of sewers renewed ¹	8	N/A	≥ 10	≥ 10
Miles of water mains renewed ²	19	N/A	≥ 32	≥ 34
Percent of capital budget encumbered ³	104%	N/A	≥ 95%	≥ 95%

¹ This is an annual measure, and FY19 data will be available at year-end. This measure identifies the number of miles of sewer replaced in PWD's collector's system.

² This is an annual measure, and FY19 data will be available at year-end. The cost per mile of water main renewal has increased. The Department has increased its budget in future years to meet this target.

³ This is an annual measure, and FY19 data will be available at year-end. This measures the percent of capital budget dollars encumbered and is a percentage of the Department's overall capital budget, including Collectors, Conveyance, Treatment Plants, and Engineering and Material Support.

PLANNING AND ENVIRONMENTAL SERVICES PROGRAM

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 the Department. This program also manages laboratory services to support compliance and quality initiatives, as well as materials analysis for capital projects and procurement.



Environmental Scientist Specialist Megan Malloy Conducting a Dry Weather Inspection of Rain Garden 14-1-1 (Columbus Square Recreation Center).

Accomplishments: Under a Consent Order and Agreement with the Pennsylvania Department of Environmental Protection, the City is required to reduce the amount of Combined Sewer Overflows, which include both stormwater runoff and sewage, entering rivers and creeks during wet weather. FY18 marked the completion of the first seven years of the City's Combined Sewer Overflow (CSO) Long Term Control Plan Update, also known as Green City, Clean Waters. The program succeeded in achieving or exceeding all Water Quality-Based Effluent Limits (WQBEL) Performance Standards and producing all required regulatory deliverables on schedule. To continue to track progress toward compliance with the 25-year program goals, PWD is now planning for successful attainment of the Year 10 WQBEL Performance Standards in 2021.

PWD continues to be in full compliance with the EPA's Lead and Copper Rule, which regulates the amount of lead and copper in drinking water. The PWD's corrosion control program minimizes the release of lead from service lines, pipes, fixtures, and solder by creating a coating designed to keep lead from leaching into the water. The Water Department has uniform corrosion treatment at all three water treatment plants. This treatment helps minimize the release of lead and copper from the service lines and internal piping in residences, commercial and industrial facilities.

In FY18, PWD completed a Drinking Water Master Plan which outlines a comprehensive program to upgrade the City's drinking water treatment and supply facilities. The plan is comprised of 400 projects that are all connected with their schedule, sequence, and

funding. These projects will be the focus of PWD’s drinking water facility capital spending for the next 25 years. They will ensure continued reliability and redundancy of the drinking water system to consistently deliver safe, clean drinking water to all PWD customers.

Plans for Fiscal Years 2020-2024: This program will continue to utilize integrated planning and strategic and adaptive management approaches to support PWD’s capital needs in line with achieving regulatory compliance obligations associated with the Safe Drinking Water Act, Clean Water Act and numerous drinking water quality and source water protection regulations.

This program will continue to implement initiatives leading towards attainment of the Green City, Clean Water program’s 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 through regulatory planning and compliance simulations and evaluations utilizing water quality, hydrodynamic, hydraulic and hydrologic models.

This program will also continue to maintain PWD's environmental laboratories as safe, secure, professional, State-accredited, innovative laboratories that can support PWD’s growth as a compliant, sustainable, and resilient utility.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Conduct planning and adaptive management analyses and strategies developed for compliance with regulatory obligations. • Comply with required five-, 10-, 15-, 20- and 25-year milestones for the Green City, Clean Water Program. • Provide laboratory support to the Department for compliance and quality initiatives. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 only)	FY19 Target	FY20 Target
Constructed greened acres	201	73	200	300
Number of Green Acres Design Completed/year	433	72	300	350
Analyses performed by PWD’s Bureau of Laboratory Services/year ¹	406,534	101,257	400,000	400,000
Site inspections completed/month ²	350	425	258	400

¹ This measure is calculated by taking the number of analyses performed at PWD’s central laboratory.

² This is a measure of the number of average monthly site inspections performed at private properties installing stormwater management practices to confirm compliance with the approved design.

PUBLIC AFFAIRS PROGRAM

This program creates and implements comprehensive communications strategies to inform and educate Philadelphians about PWD, to expand access to PWD services, and to provide residents with critical information in times of breaking news or emergency repairs, making sure that residents continue to receive information from the Department in a timely and comprehensive manner. This includes the management of the newly merged Customer Contact Center which receives customer calls regarding water emergencies, requests for customer service, and information about billing and collection. The program also has a special focus on public engagement and community relations, and mediates the needs, expectations and concerns of PWD’s stakeholders. This program facilitates, with the Mayor’s Office, media access to the PWD; designs and executes a digital strategy to engage citizens; and ensures that key information about the PWD is available to residents.

Accomplishments: In FY18, PWD merged the Water Revenue Bureau and PWD call centers, creating a single Customer Contact Center to provide first call resolution to customers. Beginning in FY18 and continuing into FY19, comprehensive cross training for all current and new representatives is taking place. This training includes the use of a variety of billing and work order databases. This merger is improving customer service by reducing wait-times, increasing first call resolutions, increasing efficiencies, and

implementing multiple contact options for its customers. The Center is also implementing new cloud technology in FY19 to enable more robust work force management and social media contact options.

In FY18, Public Affairs also completed its strategic plan, which memorializes its cross-functional operations among its Public Relations, Digital Communications, Community Relations, Creative and Public Engagement teams in the delivery of public facing materials and interactions. Using this strategic plan as its operational guide, the program developed materials and implemented campaigns on various topics, including: FY19-20 New Rates; Lead in Drinking Water; Customer Assistance Programs; Seasonal and Emergency Customer Communications; and the publication of its first annual Customer Guide.

The Public Affairs Program also manages the Fairmount Water Works Interpretive Center, which serves as the PWD’s education arm and focuses on experiential learning in all aspects of water resources.

Plans for Fiscal Years 2020-2024: This Program will continue its work on the comprehensive initiative of creating a single customer contact center, through which PWD will be able to assist customers with questions regarding services, billing, assistance programs, and emergencies.

During upcoming years, this Program will continue to engage and communicate actively with customers in a variety of ways, including traditional printing of bill stuffers; disseminating a homeowner’s guide; offering easy access to information on PWD’s website and blog; attaining social media integration with all messaging; and releasing video and presentations, among others. These tools will support a variety of dedicated campaigns designed to ensure that customers have the information they need regarding assistance programs, lead in drinking water, Green City, Clean Waters, top quality tap water, rates, and other important topics.

The education center of the PWD reaches approximately 60,000 adults and children on a yearly basis via the Fairmount Waterworks. PWD’s public engagement teams will continue to meet with residents in their neighborhoods to share information and receive feedback, recognizing that there is no replacement for person-to-person interaction.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Establish a single communications channel through which to handle customer billing complaints, shut-offs and support for customers, while leveraging best practices and technologies to enhance customer interactions at multiple touch points. Implement a comprehensive communications plan that educates and engages with customers and the public-at-large in a manner that is timely, accurate, informative and highly accessible. Strive to transform residents and partners into water resource advocates through engagement and education. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 only)	FY19 Target	FY20 Target
Average speed to answer customers’ emergency calls (minutes) ¹	9.5	3.1	< 5.0	< 3.0
Average speed to answer customers’ billing and service calls (minutes) ²	156	55	< 60	< 60
Number of non-city employees in attendance at public meetings ³	10,753	3,658	> 4,800	> 4,800

¹ This measure is only reporting on the speed to answer for emergency calls. This includes call back times.

² This measure is only reporting on the speed to answer for non-emergency calls. This includes call back times.

³ FY18 was higher due to a rate increase request, which saw a higher number of non-City employees in attendance at public meetings.

INDEPENDENT/ELECTED AGENCIES

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.

The five-member, independent Board of Ethics was established by ordinance, approved by the voters in May 2006, and began work on November 27, 2006. At the core of its mission are training and advice concerning compliance with the Public Integrity Laws so that City officers and employees, candidates and their treasurers, political committees, and entities and individuals involved in lobbying can avoid violations of the Public Integrity Laws. When necessary, the Board investigates complaints and enforces these laws to protect the public interest in a fair and effective City government.

ACCOMPLISHMENTS

The Board continues to provide extensive advice and guidance to those affected by the Public Integrity Laws. Current and former City officers and employees, candidates for City elective office, campaign contributors, political committees, lobbyists, principals, and gift-givers seek advice from the Board every day. The demand for advice remains high. Informal guidance is available by phone, by email, and in person, and Board staff endeavors to deliver this informal guidance as quickly as possible. The Board also provides advice to the regulated community via written advisory opinions that offer a detailed analysis of the application of Public Integrity Laws to specific facts provided by a requestor regarding his or her prospective behavior. The six advisory opinions issued in FY18 reflect current events and concerns as well as the breadth of matters under the Board's jurisdiction.

In addition to providing advice and guidance, the Board has also provided training and outreach to achieve compliance with the City's Public Integrity Laws. The number and variety of classes presented by the Board continues to expand. For example, Board staff members conducted 74 ethics training classes in FY18 and expect to conduct at least 70 ethics training classes through the end of FY19. These classes are attended by employees, members of City boards and commissions, and departmental trainers.

Because the offices of Mayor, City Council, City Commissioners, and Sheriff are all on the ballot in the 2019 election cycle, the Board has already offered five Campaign Finance training sessions in FY19 and has scheduled four more before the May 2019 primary election. Additional classes will be offered during FY20 before the November 2019 general election. These classes, presented with a representative of the Office of the City Commissioners, 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 in-person classes to provide maximum notice to candidates, treasurers and committees about campaign finance filing obligations.

Where necessary to ensure compliance with the Public Integrity Laws, the Board undertakes enforcement action. Board staff therefore conducted investigations which resulted in Board approval of seven settlement agreements in FY18 in which parties agreed to pay the City monetary penalties for violations of the City's Campaign Finance and Lobbying Laws. The parties also 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 seven settlement agreements were posted on the Board's website

Also in FY18, the Board resolved 32 late campaign finance reporting matters using a Board-approved expedited process that does not involve a formal settlement agreement. The 32 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.

In a major step, Board of Ethics staff members are now actively using the Learning Management System (LMS), deployed by the City’s Office of the Chief Administrative Officer, to manage and track mandatory ethics training registration and attendance for City employees. The immediate benefits of the LMS to the Board are unified training records, maintenance of class registration and waiting lists, and the ability to send reminder emails to those attending the Board’s schedule of in-person, instructor-led ethics training classes. In the future, Board staff expects to design and offer online ethics, lobbying, and campaign finance training options. Because the Board has a small staff, both the LMS project and Board plans to offer online training options are important to maximize staff resources and to allow the Board to reach a larger number of individuals with different types of training.

PLANS FOR FISCAL YEARS 2020-2024

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.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Expand options for training to include online ethics, campaign finance, and lobbying classes. Maintain and increase rates of timely compliance with campaign finance and lobbying reporting deadlines. Increase public awareness of online campaign finance and lobbying data. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Number of Ethics Training Classes Conducted	74	53	70	70

BOARD OF REVISION OF TAXES

MISSION

The Board of Revision of Taxes’ (BRT) main function is to hear appeals on real property valuations and address exceptions and inequities in those values.

The BRT is an independent, seven-member board appointed by the Board of Judges of the Philadelphia Common Pleas Court. The Board is required to hear assessment appeals and determine the market value for the tax year in question. The Appeals Board hears and renders decisions for real property assessment appeals, unique non-profit applications, Homestead Exemption appeals, and nunc pro tunc petitions (“nunc pro tunc” means “now for then,” and allows property owners to file a petition now for a previous deadline or tax year).

The Board of View, an independent, three-member Board appointed by the Board of Judges, hears and renders decisions for condemnation (eminent domain) appeals.

ACCOMPLISHMENTS

Market value appeals for tax year 2018 resulted in the highest taxable dollars appealed the city has seen in more than a decade. The total assessed value appealed was even higher than the 2014 AVI reassessment, even though the 2018 filings were 25% of the Board’s filings in 2014. The Board had a successful 2018 hearing year. Between January 1st and December 31st, all timely filed 2018 appeals have decisions rendered (excludes 600 appeals held up in assessment lawsuit).

Tax year 2019 hearing season is well underway. It will be another busy year as over 8,600 assessment appeals have been filed. To date, over 400 appeal decisions have been rendered, with the Board resolving approximately 250 per week.

PLANS FOR FISCAL YEARS 2020-2024

The BRT is looking forward to the arrival of the new Computer-Assisted Mass Appraisal (CAMA) System being implemented by the Office of Property Assessment (OPA). Although the program belongs to the OPA, there is a component that includes BRT’s formal appeal process. The BRT will purchase and maintain the processes in the new system that apply to its department.

Implementation of the CAMA system will streamline BRT’s antiquated processes and increase efficiencies between the BRT and OPA. BRT is very excited to soon have tools and resources, required of the industry, brought to 2020 standards.

FY20 Strategic Goals			
<ul style="list-style-type: none"> Complete 50% of tax year 2019 appeals by June 30, 2019. Fill last Service Representative vacancy. 			
FY20 Performance Measures			
Measure	CY17 Actual	CY18 Actual	CY19 Target
Volume of appeals ¹	6,760	8,877	N/A
Percentage of appeals heard during the reporting period: current tax year ²	N/A	88.0%	95%
Percentage of appeals heard during the reporting period: upcoming tax year ³	N/A	5.0%	100%

¹ Appeals are due to the BRT in the October before the year being appealed. For example, appeals for tax year 2019 were due to the BRT in October 2018. 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.

² 88% of 2018 appeals have been heard as of 12/31/18. Although the 2018 percentage is less than 100%, the goal has been fully satisfied. Six hundred BRT appeals are on hold pending resolution of an equity action in Common Pleas Court.

³ 5% of 2019 appeals have been heard as of 12/31/18.

CITY COMMISSIONERS

MISSION

The Office of the City Commissioners sets and enforces department policies to administer voter registration and conduct elections in accordance with federal and state voter registration and election laws.

ADMINISTRATION PROGRAM

This program includes the City Commissioners' offices, Human Resources, and Budget. Together, these units set and enforces department policies, manage administrative functions, and oversee public relations and outreach.

Accomplishments: This past year, the City Commissioners increased the pay for Election Board workers by \$20 a day, a significant increase for those hard-working Philadelphians who help ensure that elections run smoothly. The 565,124 voters who cast ballots in the 2018 General Election represented a 46% increase in voter turnout from the comparable election cycle four years prior. The department also saw an increase in traffic to its website and social media accounts, which were kept up to date with the information that the public required.

The Commissioners also continued their outreach in high schools and colleges around the city to register new voters. For the third straight year, the Commissioners partnered with Council, and for the first time the Mayor's Office of Public Engagement, to hold 14 voter registration drives at schools across the city on National Voter Registration Day. As a result, in the 2018 General Election, 6,782 18-year-olds registered for the first time, more than three times as many as the 2014 General Election, and there was a 111% increase in turnout among 18-to-34-year-olds.

The department, acting on an accelerated timeline due to mandates from the Governor, wrote, posted, and reviewed an RFI and RFP for new voting systems and electronic poll books in just a few short months. The department also planned and promoted two well attended public comment sessions on new voting systems. In February, the Commissioners voted on a vendor for the new voting system, and a vendor for the electronic poll books, and has begun negotiations with both vendors, in partnership with the Office of Innovation and Technology, the Law Department, and the Procurement Department.

Plans for Fiscal Years 2020-2024: The logistics of implementation of a new voting system and electronic poll books will be a major focus of the department. In addition to scheduling a robust training schedule, a new warehouse will have to be secured, contracts will have to be reviewed and possibly rebid, and procedures of Philadelphia's election day supply chain will have to be updated and reevaluated. The department will continue to look for ways to improve the voter experience and increase the quality of information that is put out.

Working with the Philadelphia School District and Inspire USA, the Commissioners will seek to qualify as many Philadelphia High Schools as possible for the Governors Civic Engagement Award. This award is given out every spring to high schools who have registered at least 65% of their eligible student population.

FY20 Strategic Goals				
<ul style="list-style-type: none"> Effectively engage the public about the change in voting systems. Qualify Philadelphia High Schools for Governors Civic Engagement Award. Oversee 2019 General Election and 2020 Primary Election. Increase traffic to website and social media accounts. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD	FY19 Target	FY20 Target
Number of unique visitors to the department's website	102,819	101,713	150,000	150,000
Number of social media impressions	720,300	837,100	1,000,000	1,000,000

VOTER REGISTRATION OFFICE PROGRAM

This program predominantly includes voter registration related responsibilities, including but not limited to receiving, processing, and storing voter registration applications.

Accomplishments: The Voter Registration Office processed 180,713 voter registration applications for the 2018 General Election. The program also eliminated a backlog in the filing of paper applications. The backlog did not have any impact on people's ability to vote.

Plans for Fiscal Years 2020-2024: The Voter Registration Office will continue to adapt to the increased preference for voters to register to vote online or at PennDOT as opposed to the traditional paper method. The department will continue to monitor the work load to ensure that staff is allocated appropriately.

In addition, the PA Department of State has indicated that they are in the process of replacing the voter registration database with a new program. If this were to occur, staff will need to be retrained and recertified on the new program.

FY20 Strategic Goals				
Process all received applications by: <ol style="list-style-type: none"> 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; and Last day to enter data file for poll book production before the General Election. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD	FY19 Target	FY20 Target
Primary Election: Percentage of voter registration applications received, but not processed, by the following deadlines: <ol style="list-style-type: none"> Last day to circulate and file nomination petitions; Last day to register before the Primary Election; and Last day to enter data file for poll book production before the Primary Election. 	TBD		0%	0%
General Election: Percentage of voter registration applications received, but not processed, by the following deadlines: <ol style="list-style-type: none"> Last day to circulate and file nomination petitions; Last day to register before the General Election; and Last day to enter data file for poll book production before the General Election. 	TBD		0%	0%

COUNTY BOARD OF ELECTIONS PROGRAM

Election Day Activities: This activity predominantly includes preparation for election day operations including election boards, election materials, and polling places. Staff 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. Staff 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. Staff assists with voting machine trainings and demonstrations.

Accomplishments: This past year saw one of the busiest mid-term elections in decades. The County Board of Elections saw record requests for absentee ballots which were all processed and mailed in a timely manner. The County Board also successfully reapportioned several overpopulated divisions, adding 4 new divisions, making them more manageable in size.

Plans for Fiscal Years 2020-2024: This program is poised to undergo a major modernization effort. This spring nomination petitions and papers for city offices will be available electronically, replacing the need for candidates to come to City Hall to pick up packets of petitions that had to be filled out by hand. In a first for the department, candidates will be able to file their campaign finance reports online, replacing the old paper-only option. To increase convenience, the Commissioners have partnered with the Board of Ethics so that users can use one system that will allow simultaneous campaign finance filings with both departments.

The Commissioners, along with OIT and other members of the administration and City Council, are in the process of replacing the City’s aging voting equipment and purchasing new electronic poll books. This modernization will future proof the department against changes to the Election Code that have been implemented in other states such as same day registration, early voting, and/or vote centers. This will also reduce the amount of staff time needed to prepare for and certify an election, reduce lines at the polling places, and decrease the amount of time it takes to pay the poll workers.

FY20 Strategic Goals				
<ul style="list-style-type: none"> • Implement new voting technology for 2019 General Election. • Train nearly 8,500 poll workers to operate new technology. • Familiarize Philadelphia voters to cast ballots on new voting machines. • Execute 2019 General Election and 2020 Primary Election. 				
FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD	FY19 Target	FY20 Target
Percentage of Election Board Officials working on Election Day who attended training for that particular election		TBD	100%	100%
Percentage of divisions voting in handicapped-accessible polling places		TBD	100%	100%

CITY CONTROLLER

MISSION

As the independent financial watchdog for the City of Philadelphia, it is the mission of the City Controller to promote the effective and efficient operation of Philadelphia government by identifying cost savings, recommending best practices and modernizations, and exposing fraud and mismanagement. The City Controller's Office is an independent, elected office. Under City Controller Rebecca Rhynhart, the office is committed to transparency, accountability and good government.

The City Controller's Office will accomplish its mission with the help of the following five divisions:

- **Pre-Audit:** 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, staff in Pre-Audit verifies that all expenditures, via documents selected for audit on a category and statistical basis, 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;
- **Audit:** This division is responsible for completing major reports as required by the Home Rule Charter, including the Single Audit and the Comprehensive Annual Financial Report (CAFR) audit 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;
- **Finance, Policy and Data:** This division plays an important role in the new vision for the Controller's Office. It focuses primarily on financial policy research, aiming to produce objective and data-driven analysis of City policy. The team will also look for modernizations, best practices and cost savings in areas impacting the City's finances. The 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;
- **Investigations:** This division 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 division may refer investigations to the Philadelphia District Attorney's Office, State Attorney General or the U.S. Attorney's Office, as appropriate; and
- **Administration:** The remaining functions of the office, including Human Resources, Communications, Fiscal, Information Technology, General Counsel, Legislative, and Civic Engagement, are part of the larger Administration Division and support the functions and day-to-day operations of the Office of the City Controller.

ACCOMPLISHMENTS

Pre-Audit: From the beginning of FY19 through the end of December, Pre-Audit approved nearly 223,000 payment vouchers representing approximately \$2.6 billion in expenditures. Also, the Pre-Audit Division worked with City departments to modernize a citywide approval process from a manual paper-based process to a more efficient electronic approval process.

Audit: For FY19, the Audit Division released/will release the following: Independent Auditor's Report on the City of Philadelphia's Comprehensive Annual Financial Report; Report on Internal Control and on Compliance and Other Matters for the City of Philadelphia; the Single Audit of the City of Philadelphia;

Independent Auditor's Report on the School District's Comprehensive Annual Financial Report; Report on Internal Control and on Compliance and Other Matters for the School District of Philadelphia; the Single Audit of the School District of Philadelphia; the Independent Accountant's Report on Forecasted General Fund Statements of Operations for Fiscal Years 2018-2022; and various special audits.

The division implemented a new approach for completing the departmental audit using a risk rating system. Each department is assigned a risk rating tier that corresponds to audit testing. This is the first time the Controller's Office has used this type of approach for the departmental audit. It will be released in early 2019.

The City Controller's Office completed a performance audit of the City's sexual harassment prevention policies and procedures. The audit reviewed complaint and settlement data from July 2012 through April 2018.

Lastly, the Audit division continues to work on a performance audit of the Department of Behavioral Health and Intellectual disAbility Services, which spends more than \$1 billion annually to provide services to Philadelphia residents. The audit will be released in 2019.

Finance, Policy and Data: This division has released several key reports on the City of Philadelphia's finances and functions. Many of these reports not only feature detailed analysis, but also interactive data functionality, as well as reports that allow for viewing the data on a more user-friendly level and by filtering the data to better suit the user's needs.

In the fourth quarter of FY18, the Controller's Office released a policy analysis of the Ten-Year tax abatement with the goal of informing the discussion to end, continue or change the policy.

As part of the Controller's Office commitment to transparency, the office released Cash Reports for FY18 and the first quarter of FY19. The reports release information on Philadelphia's cash position so that taxpayers, residents and businesses have a fuller picture of the City's financial health. Moving forward, the office plans to release a Cash Report for each quarter. The division released revenue and spending data for the Philadelphia Beverage Tax, focusing on individual expenditure items associated with the three main Beverage Tax spending areas: Pre-K, Community Schools, and Rebuilding Community Infrastructure. It also released the expenditure data for the Office of the City Controller.

In January 2019, the Controller's Office released a review of the accuracy and fairness of the Office of Property Assessment's (OPA) annual property assessments of single-family residential properties since tax year 2014. This review summarized the analysis and findings of the report and offers recommendations on how to improve the assessment process.

Investigations: An updated user-friendly form has been added to the new Controller's Office website, making it easier to report fraud, waste and abuse in City government. For the first half of FY19, there have been 114 complaints reported to this division, of which 107, or 93%, have been closed/resolved or moved to full investigations. Methods of intake for complaints include: hotline, email, web report, letters, walk-ins, fax and other.

The Investigations division released its first report in FY19. The report was a review of Animal Care Control Team Philly (ACCT)'s management of a \$1 million Petco Foundation grant, specifically the restricted fund portion of the grant (\$750,000).

Administration: The Office of the City Controller released the results of an external audit of its operations for FY17 and has begun implementing the recommendations. The Controller's Office has focused on making its work more accessible to the public through data releases, interactive projects, quick guides, an updated and revamped website, and social media presence. During FY19, the civic engagement unit developed a strategic plan that outlines its mission, schedule and goals.

PLANS FOR FISCAL YEARS 2020-2024

Pre-Audit: Pre-Audit will continue to work with other departments and agencies to streamline processes. Also, this division will continue to investigate credible leads and complaints regarding non-compliant City contracts and other agreements. This division will continue to do special audits on City projects and contracts to ensure that there is diversity participation in City contracts.

Audit: The division will continue to undertake additional performance audits to ensure efficiency throughout City government. The audit division also instituted a Six-Month Performance Audit Follow-up, which will enable the Controller's Office to monitor and improve the implementation of audit recommendations.

Finance, Policy and Data: This division focuses on using data to analyze the City's financial policies and improve the public's understanding of those policies. Its analysis includes conducting policy comparisons with other major cities to establish best practices and identify areas of potential improvement. The division will continue to release datasets of interest to the public and to use web-driven, interactive tools to produce visualizations that are clear and accessible. The division will work to increase transparency around the City's finances and how the City spends taxpayer dollars. As a complement to the departmental audit, this division is developing an accountability dashboard that will enable users to easily review recommendations proposed in audit reports and hold departments accountable for implementing those recommendations.

Investigations: This division will continue to delve into issues 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 division has strengthened its relationships and has opened the lines of communication with other City, State and Federal agencies and is currently collaborating with these agencies on a range of complaints that the division has received. They will continue to foster these new relationships so that the complaints received are given the proper collaborative scrutiny they deserve, and that duplication of efforts and unnecessary expenditure of resources continue to be avoided.

Administration: The civic engagement unit under this division works to restore the public's trust in City government by educating residents through the work of the Controller's Office and highlighting ways that residents can demand accountability and transparency in City government spending and operations. Beginning in FY20, civic engagement will be attending and speaking at community events citywide, hosting at least one major event annually, and will be looking into launching a program where Controller staff will speak to schoolchildren about civics and careers in auditing.

CITY 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.

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

MISSION

The Philadelphia District Attorney's Office (DAO) applies restorative justice principles to respond to the victims of crime while promoting public safety through a fair and effective criminal justice system. Employing more than 600 people, including nearly 300 attorneys, the DAO is the largest prosecutor's office in Pennsylvania, is one of the largest in the nation. The DAO is focused on serving the 1.5 million citizens of Philadelphia. The DAO handles approximately 50,000 cases annually distributed among eight divisions: Executive/Administrative, Pre-Trials, Trials, Investigations, Juvenile, Law, Drug and Gun Violence Trafficking, Community Engagement and Victims and Witness Services.

ACCOMPLISHMENTS

The DAO enacted several policy reforms and practice changes towards accomplishing prosecutorial priorities rooted in a fair and effective criminal justice system. In moving towards an individual justice model, these priorities include focusing on the well-being of staff, improving internal efficiencies, responding to the needs of victims, and dismantling mass incarceration, in part, by restoring balance to the criminal justice system.

Staffing: Upon taking office last year, the Philadelphia District Attorney Larry Krasner immediately conducted research and analysis on the existing pay structure with an eye towards parity. As a result of these efforts, the DAO made broad salary adjustments utilizing many factors, including years of experience, to establish more parity. The DAO recently completed a similar review for paralegals, administration and support staff. The DAO now has a new standardized payroll structure as well as new incentive structure for career advancements.

Recruitment: Recruiting a diverse and intelligent new class of prosecutors was the DA's top priority. To achieve this priority, DAO leadership, led by the DA himself, went on a nation-wide recruitment campaign. The tour went to 24 of the top 25 law schools in the nation as well as all the local law schools and several historically minority law schools. The DAO had not recruited from most of these schools previously. The tour culminated in nearly 400 interviews of highly qualified people. As of January 4, 2019, DAO leadership conducted 170 final interviews and made 73 offers for an offer rate of 43 percent. Of these 73 offers, 56 people accepted and agreed to a minimum of a three-year commitment to the DAO for an accepted offer rate of 75 percent. These candidates are 38 percent minority and 57 percent women with a number of new hires born and raised in Philadelphia. Similar success can be found in the recruitment of summer interns. The same recruitment campaign yielded 126 interviews and 53 offers made for summer internships.

Organizational Structure: Coinciding with increased attention to retention and recruiting, the DAO has successfully reorganized its office structure to increase efficiencies and information-sharing. The reorganization was performed, in part, to direct resources to identify and focus on the six percent of people that commit sixty percent of crimes (Radcliffe, J.H. (2016)). First, the Conviction Integrity Unit (CIU) has increased significantly, growing from two Assistant District Attorneys (ADAs) and one support staff person to six ADAs and three support staff persons. This commitment to seeking justice has allowed the CIU to expand its review to include claims of wrongful conviction and unfair sentences, to improve mandatory disclosure of exculpatory evidence commonly known as "Brady disclosure" policies, and to train the Law Division on the best practices of the use and application of DNA evidence.

Similarly, the Economic Crimes Unit (ECU) was reorganized and increased its staff size to meet emerging issues of economic crimes. In addition to increasing white-collar crime investigations, ECU has become a leader in the city's attempts to reign in criminal trespassers, otherwise known as "squatters" and the pervasive issue of deed fraud. Under the guidance of the ECU, the DAO has conducted trainings for Philadelphia Police Department Detectives to help them navigate the challenges of determining criminal

from civil actions while responding to the needs of victims of housing-related economic crimes. The ECU is an active stakeholder on Council's Task Force on Illegal Possession of Real Property, working collaboratively to address housing related crimes.

In addition to reorganizing investigation and prosecution units, the DAO has also reorganized Community Engagement and Information Technology and Services Units. Community Engagement has reoriented itself to focus on educating the public about how the criminal justice system works and to elicit feedback from communities about their successes and challenges. By strengthening this unit, the DAO hopes to prevent crime, increase participation in investigations and prosecutions, and educate the public on the role and process of the Philadelphia's criminal justice system.

The expansion of Information Technology and Services (ITS) mission now provides statistical analysis of criminal justice measurements to guide DAO policy and practices. This unit collects, analyzes, and reviews best evidence practices for current and proposed DAO policies. Led by Dr. Gur, a criminologist from Penn State University, the expanded ITS Unit has a GIS specialist, data scientists, and programmers who collectively review best practices, evaluate data, and scrutinize performance measurements. Their research and modeling serve as the backbone for 21st-century prosecution and allow the DAO to identify and assess the six percent of offenders who commit sixty percent of crimes. Furthermore, ITS measures the effectiveness of policy reforms, and is working on creating transparent real-time information about the criminal justice system for public view.

Along these lines, an Immigration Counsel was hired to mitigate the chilling effect Immigration and Customs Enforcement deportations can have on victims and witnesses of crimes. The Immigration Counsel also works with individual ADAs to craft immigration-neutral sentencing recommendations and pleas, preserves immigration relief, and serves as the main point-of-contact for visa certification requests for immigrant victims of crimes.

Restoring Balance: The DA has focused on restoring balance to all levels of the criminal justice system. First, the DA announced a new policy to decline prosecution for possession of cannabis or paraphernalia for personal use and prostitution cases against sex workers with no more than two prior convictions. The DAO declined prosecution on roughly 600 arrests attributed to these policy reforms. By declining charges of personal use cannabis, more defendants will be able to take advantage of diversion and treatment programs for other types of controlled substances like fentanyl and opioids.

Second, a review of the criminal charges and cash bail amounts between 2010 and 2015 lead to a policy presumption that no cash bail will be sought by the DAO for the 25 most common misdemeanor charges in February of 2018. Historically, cash bail amounts were less than \$10,000 for these charges, and prior to the implementation of the Early Bail Review program in 2016, these amounts proved dispositive for most and resulted in pretrial detention for inability to pay. Along with other efforts across the justice system, this policy change has spurred a dramatic decline in the county jail population without significant increases in recidivism or decreases in appearance rate.

Third, the DA has begun to evaluate the effectiveness of the many diversion programs offered. The Diversion Unit is working diligently to incorporate harm reduction principles into diversion programming. This includes simplifying eligibility by removing barriers to entry like prior criminal history, and clarifying successful completion by using international best practices to define success.

Lastly, the DAO committed to working with the criminal justice partners on individual assessments of early probation termination petitions, parole applications, clemency, conviction reviews, and criminal record relief.

PLANS FOR FISCAL YEARS 2020-2024

Staffing: The DAO enacted a strategic plan to understand reasons for departures and appropriate responses necessary to retain and attract talented staff. In order to curtail attrition, significant efforts related to ADA

and support staff performance evaluations and fairness assessments were conducted and completed this year. The results of these assessments led to salary adjustments, staff realignments, technology investments, employee improvement plans, and layoffs. The DAO will continue to assess talent to meet the Office’s mission to protect the citizens of Philadelphia.

Post Conviction Relief: The Post Conviction Relief Act Unit (PCRA) continues to deal with the rammifications of past policies and practices that contributed to mass incarceration. Accordingly, PCRA is working dilligently addressing a preexisting backlog of cases and cases that resulted from the Federal indictment of officers.

Economic Crimes Unit: Economic crimes have been underinvestigated and prosecuted for far too long in Philadelphia. The DAO will continue to invest in the ECU to best address economic crimes in Philadelphia and respond to every instance of economic crime while searching for patterns and trends.

Family Violence and Sexual Assault: Detectives and ADAs are improving investigation techniques surrounding human trafficking and child sexual exploitation. These techniques rely on digital and Internet-based investigations and are proactive interventions that prevent crimes.

FY20 Performance Measures			
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY20 Target
Median felony case time to disposition from formal arraignment (months) ¹	7.7	7.1	7.0
Median misdemeanor case time to disposition (months) ²	4.4	4.9	5.0
Percent of cases diverted from initial charging ³	21.1%	17.3%	20.0%
Percent of cases declined to prosecute ⁴	4.6%	7.8%	9.0%
Percent of defendants released on their own recognizance at bail hearing ⁵	41.0%	43.0%	44.0%

¹ 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.

² 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.

³ This measure considers the number of cases that the DAO’s Charging Unit refers directly to a Diversion Program when a case is opened (as opposed to a standard prosecution track), as compared to the total number of cases charged by the Office.

⁴ This measure compares the number of times that the DAO Charging Unit declines to prosecute (for investigations referred to the DAO directly from local Police), as compared to the total number of investigations referred to the Office by local Police in a given time period. It is possible that one case is submitted multiple times due to an initial declination for limited reasons like "insufficient evidence," which may later be remedied through further investigation.

⁵ This measure considers the number of cases in which defendants receive no cash bail restriction placed on them (at their Preliminary Arraignment as part of the charging process), as compared to the total number of cases and defendants charged in a given time period.

FIRST JUDICIAL DISTRICT OF PENNSYLVANIA

MISSION

The mission of the courts of the First Judicial District of Pennsylvania (FJD) is to adjudicate cases according to their jurisdiction and ensure fair, timely, and accessible justice to the citizens and litigants in the City and County of Philadelphia. The First Judicial District of Pennsylvania is composed of two courts which make up the Philadelphia County Court System: the Court of Common Pleas and Municipal Court. The Court of Common Pleas is made up of the following divisions: Trial Division, Family Division, Orphans' Court, and the Office of the President Judge. The Municipal Court includes the Criminal and Civil Division and the Traffic Division.

ACCOMPLISHMENTS

The FJD requests that readers of this Five Year Plan view the FJD's 2017 Annual Report⁶⁰ using the link to the FJD's website, www.courts.phila.gov/reports. This comprehensive document details accomplishments, performance measures, and goals and objectives for each court and division, along with the services and programs provided to the citizens of Philadelphia. The FJD's website also includes FJD's Strategic Plan.

Below are some highlights from the 2017 Annual Report and divisional overviews of the court system.

Court of Common Pleas: Court of Common Pleas President Judge Sheila Woods-Skipper joined other judicial, city and state officials on many different occasions to make 2017 a year for the Philadelphia Community. Throughout the Court of Common Pleas, effective community outreach is a collective mission amongst all courts and divisions, especially when it comes to inspiring the city's youth and appreciating those who have paved the way for the city today. On the Martin Luther King Jr. Day of Service, FJD employees and family members joined together with students and school faculty of South Philadelphia High School in an effort to not only upkeep, but revitalize portions of the school and community hub. The Paint Day and Mural Unveiling, School Supply Drive, "Gold E. Locks" Law Day, and Philadelphia Youth Network (PYN) Summer Internship, an FJD partnership with PYN that provides an internship for young aspiring professionals, are just a few examples of the Court of Common Pleas' expanding involvement with youth in the Philadelphia Community. The Court honors those who paved the way for today by being one of 150 organizations that took part in the 3rd annual Philadelphia Veterans Parade and showed appreciation for those who ensure access and justice for the citizens of Philadelphia in the Pro Bono Publico Ceremony.

The **Civil Trial Division** continues to further its pursuit of excellence in case management in an efficient and productive manner. The Civil Section's ongoing effort to provide access to justice was actualized by the re-evaluation of existing programs and systems including the following: Residential Mortgage Foreclosure Diversion Program, Civil Tax Petition, Taxicab Medallion Loan Program, and Non-Landlord Tenant Possession of Property resulting in a 41% increase in its civil inventory. Despite the significant increase of cases, the civil section managed to dispose of 90% of its civil inventory in accordance with the Model Time Standards established by the American Bar Association (ABA).

- The Civil Section received 48,481 (42% increase from 2016) new filings and disposed of 47,267 (15% increase from 2016), and conducted 293 (1% decrease from 2016) civil jury trials and 440 (33% increase from 2016) non-jury trials.

⁶⁰ At the time of publication, FJD data was only available for calendar year 2017. More recent data is expected to be available in late winter/early spring 2019.

- Civil Records pending as of December 31, 2017 totaled 42,238; representing a 7% increase in records pending when compared to the prior year (2016).
- By December 31, 2017, 1,841 cases were disposed of or otherwise resolved. Overall, 96% of cases filed with Commerce Court were disposed of within 25 months of the date filed.

The Division also implemented the following:

- Language Interpretation Program Expansion: the Division implemented the 2017 Administrative Office of Pennsylvania Courts (AOPC) policy of providing interpretation services to litigants requiring such service.
- Petitions to Appoint Sequestrators: During the six-year existence of the Commerce Court's Sequestration Program, more than \$84 million has been collected thus far, with \$15 million collected in FY18.
- Arbitrators: In 2017, Arbitrators donated nearly \$7,200 to Community Legal Services and the Philadelphia Bar Association, a 15% increase from the previous year.

The **Criminal Trial Division** continued its commitment to the administration of justice and reform by partnering with other justice stakeholders to achieve measurable outcomes. The implementation of electronic services and growing collaboration across the criminal justice system is bolstering the efficiency of court room operations and reducing the overall amount of time spent in court. For example, the FJD, with the assistance of the District Attorney's Office (DAO), streamlined the procedure by which individuals can get cases expunged. As of October 2017, all expungement petitions are reviewed electronically by the DAO resulting in more than 80% of expungement filings being consented by the DAO, eliminating court time for those cases.

The Criminal Trial Division has seen a successful reduction in the amount of formal arraignments from 10,995 cases filed in 2016 down to 10,006 in 2017. The Division disposed of 12,074 cases of which 29.7% were disposed in SMART pre-trial courtrooms, a reduction of 1,506 cases from the previous year. SMART courtrooms engage in pretrial consolidation of a defendant's cases to ensure readiness for trial and where possible a plea agreement.

2017 was a year for technological advancement in the Pre-Trial Services Electronic Monitoring Unit made possible through a grant funded by The MacArthur Foundation's Safety and Justice Challenge. Staff were trained and transitioned all pretrial and post-trial defendants to the new equipment that replaced hardware and software that was procured in the mid-1990s. The goal is to reduce the number of days in custody prior to being placed on Electronic Monitoring with the new equipment and technology that allows the process to be expedited. From 2015 to 2017, on average, defendants' stays in prison have been reduced by 10 days from 37 days down to 27.

The **Family Court Division** consists of the Juvenile Branch and Domestic Relations Branch. FJD's annual report provides a detailed listing of the numerous day-to-day operations, initiatives, programs and outcomes of the Philadelphia Family Court. Philadelphia Family Court continues to be a model court in both the Juvenile and Domestic Relations Branches by implementing widespread reforms that are both physically and socially responsible. The Juvenile Branch has jurisdiction over delinquency, dependency, truancy, termination of parental rights, and adoption proceedings. The Domestic Relations Branch has jurisdiction over paternity establishment; child and spousal support order establishment, order modification, and enforcement; custody; and divorce and domestic violence matters.

The Juvenile Branch of the Family Court Division has been instrumental in the rehabilitation of disadvantaged youth and families in Philadelphia by further advancing their part in the community. 2017 was a year for innovation bringing forth the opening of the post-adjudicatory Evening Reporting Center as well as the introduction of two new units, the Crossover Unit and the Youth Level of Service (YLS) Unit, all of which address the complex needs of vulnerable children in both the dependent and delinquent streams in the Juvenile Division.

- 34,098 successful contacts with youth and families through office, school, residential, and community site visits
- Decrease in the number of youth under supervision from 2,117 youth in January of 2017 to 1,897 youth as of December 28, 2017
- The Global Positioning System Program (GPS) monitored 815 youth as an alternative to detention.
- The Juvenile Probation armed officer units along with the Philadelphia Police Department and the Philadelphia Adult Probation and Parole Department seized 20 firearms, \$89,705 worth of narcotics, and \$9,570 in currency.
- The Newly Opened Post-Adjudication Evening Reporting Center (ERC) serviced 68 males, 49 of whom were discharged. Of all youth who had the opportunity to complete the full six-month program, 89% had their Restitution and Court Fees paid in full and 95% were linked to an ongoing program or community-based resource. The percentage of youth served who were rearrested is 1.5%.

The Title IV-D Child Support Enforcement Program, a partnership with the Federal Office of Child Support Enforcement (OCSE) and the State Bureau of Child Support Enforcement (BCSE), upholds the mission of the Child Support Enforcement Program within the Domestic Relations Branch to increase the reliability of child support paid by non-custodial parents.

The Domestic Relations Branch met the 80% threshold in all performance areas (Paternity Establishment 98.69%, Support Order Establishment 82.24%, Current Collections 80.00% and Arrears Collections 82.38%) and was instrumental in ensuring that the Commonwealth of Pennsylvania's program remained the most efficient and effective Child Support Enforcement program in the country.

Child support collections totaled more than \$154 million with more than 76,000 total filings in the Domestic Relations Branch (21,894 custody, 31,181 support, 9,423 domestic violence and 13,892 divorce) and more than 85,000 interim and final orders entered (31,999 custody, 23,520 support, 26,564 domestic violence and 3,446 divorce).

The **Orphans' Court Division** has jurisdiction over a wide range of matters including, but not limited to, guardianships of minors and incapacitated persons and their estates, descendants' estates, marriage licenses, powers of attorney, and non-profit corporations committed to a charitable purpose. In addition, the Orphans' Court oversees appeals from the Register of Wills, including will contest, as well as matters involving both inter vivos (the transfer of property by agreement between living persons and not by a gift through a will) and testamentary trusts (trust created by the terms of a will). These matters constitute the more traditional jurisdiction of the Court and are performed with such efficiency that this litigation goes mostly unnoticed by the general bar and public, but to the litigants and society, the Court provides reasonable expectation, closure of extremely contentious matters and vindication of the rule of law.

In 2017, the Orphan's Court Division was assigned 4,719 petitions, including reports and inventories across 12 different case types. By year-end, 4,741 petitions (including backlogged petitions) were disposed, an overall clearance rate of nearly 101% with some case types reaching clearance rates as high as 104%.

The Orphan's Court provides protection for people of all ages and at all stages of life as well as protection of entities such as estates, trusts, charities and cemeteries. Since 1683, the Philadelphia Orphan's Court, first independent and now a division of the First Judicial District, has been providing protection to those to whom justice might be denied through traditional courts.

Municipal Court: The **Municipal Court Criminal Division** continued its active participation with reform initiatives in the Criminal Division throughout 2017 by focusing on enhancing and providing fair and efficient access to justice for the public it serves. With a strong emphasis on Diversion Programs and initiatives, the Municipal Court Criminal Division continues to collaborate extensively with its criminal justice partners to bring about additional criminal justice reforms.

Statistics: The Criminal Division witnessed a decrease in criminal case filings due to reform initiatives and the expansion of prearrest diversion efforts. 47,787 new felony, misdemeanor and non-traffic summary

citations were processed during calendar year 2017, with 48,224 cases adjudicated (clearance rate of 101%, as some of the cases were backlogged).

The **Municipal Court Civil Division** continues to work with other interested parties including the Eviction Task Force and the Philadelphia Bar Association's Municipal Court Committee to provide a judicial system where cases are heard in an expeditious and fair manner, giving litigants the option to proceed pro se. The Civil Division is cognizant of the benefits when litigants have counsel and it is mindful of its directive to provide a forum where an attorney is not required.

Statistics: The Civil Division witnessed a total of 90,872 cases filed. The 24,856 landlord-tenant cases filed were in line with the number of filings in 2015 and 2016; private criminal complaint filings saw a significant decrease (73% fewer than 2014). The largest increase in filings was in small claims cases, which had a total of 26,895 cases in 2017. The Civil Division disposed of more than 87,000 cases representing a 96% clearance rate.

The **Municipal Court, Traffic Division** is separate of the Municipal Court after a historic citizenry vote to amend the Pennsylvania Constitution by abolishing the Philadelphia Traffic Court in 2016. With a compliment of 100 employees, five hearing officers, and one member of the judiciary, the Traffic Division collected over \$20,000,000 in outstanding fines and costs during calendar year 2017. Almost 324,000 private citizens entered the Traffic Division courthouse, 186,490 were contacted by automated IVR for court notices and of those total cases, 43.5% or 81,209 were directly serviced by one of the five service representatives assigned to the Call Center.

In May of 2017, significant progress was made for the city-wide electronic citation project, an electronic version of the antiquated, manually written citation process. The update detailed, inter alia, the in-car technology and implementation by the Police Department, where five hundred police vehicles are equipped to issue electronic citations for Title 75 violations as of December 31, 2018.

REGISTER OF WILLS

MISSION

The Office of the Register of Wills consists of two divisions, The Register of Wills and The Clerk of Orphans' Court. The Register of Wills position is an elected official serving as the Administrative Officer for these divisions. The mission of the Register of Wills Office can be described by the individual missions of its divisions:

- The **Register of Wills Division** is responsible for the probate process concerning decedents of the City of Philadelphia, or decedents having title to assets specific to the City of Philadelphia. The Register of Wills provides the City of Philadelphia, and its residents, with the necessary resources to compassionately and effectively probate wills for the Grant of Letters Testamentary, assist in the filing of Letters of Administration, as well as maintaining and preserving these records, which are ultimately archived off-site. Revenue is generated through the Register of Wills Division by fees associated with registering probate estates, reconciling additional fees due from previous estates, the fees for record research and duplication, and commissions commensurate with the collection of Inheritance Taxes collected on behalf of the Commonwealth of Pennsylvania. The mission of the Register of Wills Division is to continually seek the best possible administrative solutions in these processes, as well as create a pleasant customer-facing experience for all those served.
- The **Orphans' Court Division** oversees Trust, Decedent and Guardian Accounts created for specific individual residents of the City of Philadelphia. Additionally, it manages all procedural matters specific to the issuance of Marriage Licenses in the City of Philadelphia as well as the archiving and maintenance of Marriage Records. Revenue for the Orphans' Court division is generated through fees associated with account creation for Trusts, Decedent Estates and Guardianship matters, as well as payments for the creation and duplication of marriage licenses and records. The mission of the Orphans' Court is to continually provide the most effective case management, streamline the application process for marriage licenses and efficiently process record requests while offering city residents and those in need of the office's services practiced courtesy.

ACCOMPLISHMENTS

The ROW Office assesses its accomplishments through the achievement of the following initiatives:

- The probate department at the ROW continues to provide effective registration of Wills for Grant of Letters Testamentary and Letters of Administration, the efficient issuance of short certificates and the reconciliation of additional fees and collection of Inheritance Taxes on behalf of the Commonwealth of Pennsylvania. This department continues to manage and improve upon its customer-facing resources for the conveyance of real property in the City of Philadelphia as well as in depth genealogical research, requests which have seen considerable growth over the last two fiscal years.
- As part of a computer refresh project initiated by the City's Office of Innovation and Technology (OIT), the ROW has taken measures to comply with this initiative and is in the process of a software update initiative of its own. This project will continue through the next fiscal year to streamline computer software systems that are designed to increase function and productivity.
- The ROW continues to maintain jurisdiction over Decedent, Trust, and Guardian accounts as well as all fees associated with these filings. This year the Orphan's Court has worked diligently to achieve compliance with a new initiative set forth by the Administrative Office of Pennsylvania Courts. In this initiative, a new system for the Guardianship Tracking System was created, which required the Orphans' Court to quickly create a new system for managing filings specific to this initiative. The office of the Register of Wills and Clerk of Orphans' Court was able to address this challenge through a series of meetings among the First Judicial District Administrators, the Supervisory Staff of the Orphans'

Court, the Finance Department of the ROW, and the Information Technology Department for the First Judicial District.

- The ROW Office is nearing the completion of the relocation of its off-site archive facility. All physical relocation has been completed, and basic infrastructure is in place for record request submissions and duplications.
- The Marriage Records office continues to seek the most streamlined process for filling record requests.
- The ROW continues its participation in the Career Development Program, which creates opportunities for School District of Philadelphia students and is proud to encourage a positive learning environment for many young people in the City of Philadelphia.
- The Record Restoration project, which was initiated in the last fiscal year, is a continued mission. As the ROW consulted with the Department of Records, the Office of the Chief Administrative Officer and the City’s Chief Grant Officer, funding is needed to maintain historic records. The Register of Wills has explored the restoration of individual historic records and is pursuing the digitization of older records.

PLANS FOR FISCAL YEARS 2020-2024

The ROW will continue to serve the city of Philadelphia through its diverse staff, exemplary customer service, and efficient work flow. The upcoming plans for the divisions of the ROW include the continued updates to computer systems. The office is currently seeking the most streamlined process for new filings and completing record requests.

The ROW continues its exploration into a Record Restoration project, initiated in the last fiscal year. The Register of Wills consulted with the Office of the Chief Administrative Officer and the City’s Chief Grant Officer, as funding is needed to maintain historic records and the office hopes to achieve this through grant funding. The ROW has explored the restoration of individual historic records for cost management purposes and is pursuing the digitization of many other older records.

The office will also be adding services at its off-site archive location, such as direct customer contact and record research, and the office will conduct a comprehensive review of its revenue generation for the upcoming fiscal years.

FY20 Performance Measures				
Measure	FY18 Actual	FY19 YTD (Q1 + Q2)	FY19 Target	FY20 Target
Completed probate estate filings	5,341	2,487	5,400	5,200
Mail-in research	1,556	1,719	2,200	3,000
Walk-in research ¹	3,200	1,497	4,000	3,000
Title company research	32,009	15,175	26,000	30,000
Inheritance tax receipts	10,752	5,522	9,850	10,500
Short certificates for probate	15,793	7,144	15,500	15,000
Issuing of marriage licenses	10,326	5,253	10,000	10,200
Orphan's Court Accounts Filed (Decedent, Trust, Guardian)	94	44	100	100

¹ Due to effective filling of mail-in requests, fewer walk-in requests are being made.

SHERIFF

MISSION

The Office of the Sheriff of the City and County of Philadelphia is responsible for providing safety to all who enter Philadelphia's eight court facilities, including judges, juries, defendants, witnesses, courtroom personnel, and the public. Courts are secured by uniformed personnel, including bicycle and K9 units. The Warrant Unit finds and arrests felons and individuals with outstanding warrants. The Sheriff's Office is also responsible for managing all First Judicial Court-ordered property foreclosures, including mortgage and tax sales. The Sheriff's Office carries out Court orders, including protection from abuse, confiscation of property, and evictions.

2018 ACCOMPLISHMENTS

Court System Protection: The Sheriff is the primary enforcement arm of the County's court system. On behalf of the First Judicial District, the Sheriff's Office provides protection for the judges, juries, and other participants in Philadelphia's court system. Deputies are assigned to at least 80 courtrooms and security posts in the criminal, civil, municipal, and family courts. The bicycle unit, which began with three bicycles, has expanded to 15 bikes. The K9 unit, featuring explosive- and drug-sniffing dogs, continues to protect court facilities and perimeters.

Prisoner Transport: The Sheriff's Office is responsible for the annual transport and protection of prisoners from County jails to the courts. In 2018, over 145,000 prisoners were transported. Of these, 1,196 were transported back to Philadelphia from across the country.

Writs and Warrants: The Sheriff serves writs, including writs for confiscation of property, and evictions and warrants at the direction of the Courts. At the request of the City and the First Judicial System, the Sheriff assumed control of the 40-member Warrant Unit. In FY18, the Warrant Unit made over 4,300 arrests executing 8,500 warrants.

Sheriff's Sales: The Office conducts five Sheriff's Sales of tax-or mortgage-delinquent properties each month. Each month, over 2,000 properties are put up for sale in Mortgage Foreclosure, Tax Delinquent, and Tax Lien Sales. In 2018, 7,200 properties were sold at auction. In delinquent taxes and fees, the Sheriff collects and returns to the City three times its budgeted cost.

Asset Recovery: After a property is sold and settled, and liabilities have been paid, a defendant (the owner who lost the property through the court-ordered sale) may recover any excess balance remaining on the account through the Sheriff's Defendant Asset Recovery Team (DART). In 2018, \$3.7 million was refunded to 132 people, bringing the total up to \$17.3 million since Sheriff Williams took office.

Community Assistance: To help citizens avoid having their property put into a Sheriff Sale, the Sheriff has held nearly 36 English and Spanish seminars for homeowners. For the first time, seminars in Asian languages were also held. In addition, to protect children, the Sheriff has distributed 10,200 free gun locks since August 2016.

HOW PHILADELPHIA BUDGETS

BUDGET OVERVIEW AND PROCESS

THE OFFICE OF THE DIRECTOR OF FINANCE

The Director of Finance is the chief financial and budget officer of the City and is responsible for the financial functions of the City, including the development of the annual operating budget, the capital budget, and capital program; the City's program for temporary and long-term borrowing; supervision of the operating budget's execution; the collection of revenues through the Department of Revenue; the development of accurate and fair property tax assessments through the Office of Property Assessment; and the oversight of pension administration as Chairperson of the Board of Pensions and Retirement. The Office of Budget and Program Evaluation (OBPE) within the Office of the Director of Finance oversees the preparation of the operating and capital budgets. Once the operating and capital budgets are adopted, OBPE is responsible for monitoring operating spend by expenditure class code and department and capital budgets, including projects, budget lines, funding, historical records of bid awards, cost overruns, as well as other fiscal and project information.

OPERATING BUDGET

Submitted on an annual basis, the Operating Budget is comprised of a consolidated budget of all the operating obligations and expected revenues of the City. The Home Rule Charter requires the Operating Budget to be adopted by City Council at least thirty days before the end of the fiscal year. The City's fiscal year begins July 1st and ends on June 30th of the following calendar year.

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, are subject to annual operating budgets adopted by City Council. Included with the Water Fund is the Water Residual Fund. These budgets appropriate funds for all City departments, boards, and commissions by major class of expenditure within each department. Major classes are defined as: personal services (Class 100); purchase of services (Class 200); materials, supplies, and equipment (Classes 300 and 400); contributions, indemnities, and taxes (Class 500); debt service (Class 700); payments to other funds (Class 800); and advances and other miscellaneous payments (Class 900). Expenditures for the repair of any property, the repaving, resurfacing, or repairing of streets, and the acquisition of any property, or for any work or project that does not have a probable useful life to the City of at least five years are deemed to be ordinary expenses provided for in the annual operating budget ordinance. Appropriations for the use of any departmental board or commission are made to the department with which it is connected.

Expenditure Classes	
Class 100	Personal Services
Class 200	Purchase of Services
Class 300	Materials & Supplies
Class 400	Equipment
Class 500	Contributions, Indemnities, Taxes
Class 700	Debt Service
Class 800	Payments to Other Funds
Class 900	Advances; Other Miscellaneous Payments

The appropriation amounts for each fund are supported by revenue estimates and take into account the elimination of accumulated deficits and the re-appropriation of accumulated surpluses to the extent necessary. All transfers between major classes (except for materials and supplies and equipment, which are appropriated together) must have City Council approval. Appropriations that are not expended or encumbered at year-end are lapsed.

The annual review process for the operating budget has several stages. The process begins with the gathering of information on exogenous variables. This is followed by the Budget Call, where departments are required to submit their budget requests, including the following information: previous fiscal year actual

expenditures, current estimates, the proposed current budget, the Five Year Plan estimates, and information on personnel projections. The information is also sorted by major class and fund as legally required. Departments submit their budget requests, which are compiled and used by OBPE to discuss departmental requests with the departments (including potential areas of expenditure reductions or revenue measures) and make budgetary recommendations to the Mayor.

At least 90 days before the end of the fiscal year, the operating budget for the next fiscal year is prepared by the Mayor and must be submitted to City Council for adoption. Once the budget review process is over, OBPE assembles the proposed budget which is submitted to Council in the form of a budget ordinance. Once the budget ordinance is introduced in City Council, the Operating Budget Detail is prepared and distributed in time for the annual City Council budget hearing process.

CAPITAL BUDGET AND CAPITAL PROGRAM

The capital program serves as a blueprint for capital expenditures and facilitates long-range planning for capital improvements in the City’s physical and technology infrastructure, community facilities, and public buildings. The capital program is prepared annually by the City Planning Commission and OBPE to present the capital expenditures planned for each of the six ensuing fiscal years, including the estimated total cost of each project and the sources of funding (local, State, Federal, and private) estimated to be required to finance each project. The capital budget ordinance, authorizing in detail the capital expenditures to be made or incurred in the ensuing fiscal year, is adopted by City Council concurrently with the capital program. The capital budget must be in full conformity with that part of the capital program applicable to the fiscal year that it covers.

The capital funds of the City consist of General Obligations bonds and self-sustaining revenue bonds, funding from other sources, including Federal and State government, and private sources. These funds are appropriated by department and project through the major class real property (Class 600).

The first year of the Capital Program, the Budget year, reflects funds to be appropriated by City Council. Years two through six of the Capital Program represent the plans of the City and its partners to continue necessary capital investment activities and, in significant instances, to begin to prepare for investment in new facilities and major rehabilitations.

The annual review process for capital spending requests and recommendations has several stages. All departments requesting capital funding must submit a formal annual request to the City Planning Commission. In addition to their annual capital requests, the agencies are required to present their capital needs over a six-year period. After the submission period is over, the City Planning Commission and OBPE meet with each agency, analyze the capital requests, and recommend projects for the Six Year Capital Program. According to the City Charter, at least 120 days before the end of the fiscal year, the City Planning Commission shall prepare and submit to the Mayor a recommended capital program for the ensuing six years and a recommended capital budget for the ensuing fiscal year. The capital program is reviewed by the Mayor and transmitted to City Council for deliberation and adoption. The Home Rule Charter requires the Capital Budget and Program to be adopted by City Council at least thirty days before the end of the fiscal year.

Expenditure Class	
Class 600	Real Property

The chart below notes the differences between the operating budget versus the capital budget:

Operating Budget and Five Year Plan	Capital Program and Budget
Annual Budget, which is included in five year Plan for longer-term fiscal stability	Annual Budget, which is included in six-year Program for future planning purposes
Funding does not carry forward from prior years	Carryforward funding from year to year
Includes all City departments	Only includes City departments with capital projects
Funding by expenditure classes as well as fund types (for example, General Fund and Grants Revenue Fund)	One class with different funding sources (for example, GO funds and private funds)

With the introduction of Program-Based Budgeting, the ability to coordinate operating-related costs with capital investments has been made stronger. For example, staffing increases in class 100 have a direct impact on capital investments. If the City is increasing the number of firefighters or paramedics, then this should be timed with any future engine or medic unit purchases. Similarly, when assets are being decommissioned or acquired, utility costs should be factored in the operating budget during the transition period.

Transfers of appropriations between budget lines must be approved by City Council, and the overall amount appropriated by the budget in any fiscal year cannot be increased absent special circumstances. Any appropriations that are not spent or encumbered at year-end are either carried forward to the next fiscal year (for upcoming use) or canceled.

COUNCIL APPROVAL AND ADOPTION

The Charter requires that, at least 30 days before the end of each fiscal year, City Council must adopt by ordinance an operating budget and capital budget for the ensuing fiscal year and a capital program for the next six years. The operating budget and capital budget bills must be signed into law by the Mayor like any other ordinance, although the Charter does authorize a line item veto for budget bills.

A sample timeline is shown below:

Month	Stage	Description of Tasks	Parties Involved
November 15	Normal Operations	First Quarterly Budget Report due to PICA.	OBPE, PICA
Mid-November	Budget Call	Send out exogenous memos requesting five year projections for fixed costs (SEPTA, Utilities, Disposal, Space Rental, Debt Service, Pensions).	OBPE, City Departments
November – December	Budget Call	Internal deliberations on revenue options and budget levels for departments to establish preliminary levels for FY18-22 budget call.	OBPE
Mid-December	Budget Call	Fixed cost estimates due.	OBPE, City Departments
Late December	Budget Call	Initial proposed budget levels sent out to departments as well as excel forms for departments to request additional funding.	OBPE, City Departments
January 12	Normal Operations	Second Quarterly Budget Update due.	OBPE, Departments
Mid-January	Budget Call	Preliminary Budgets due.	City Departments
Late January	Budget Meetings	Preliminary budgets reviewed.	OBPE
January 15 – February 15	Budget Meetings	Meetings with departments on preliminary budgets and second Quarterly Budget updates.	OBPE, City Departments
Early February	Budget Discussions	Internal deliberations on results from departmental meetings. Recommendations for Mayor prepared.	OBPE
February 15	Normal Operations	Second Quarterly City Manager’s Report due to PICA.	OBPE, PICA
Late February	Budget Discussions	Meetings with Mayor/Chief of Staff to review recommendations and make final decisions on the Mayor’s proposed operation budget.	OBPE
Early March	Budget Address and Delivery	Mayor delivers Proposed Operating Budget, Five Year Plan and Capital Budget and Program and provides budget address and state of the city to City Council Departments given final budget levels and prepare budget detail for submission to OBPE.	All City Departments

Month	Stage	Description of Tasks	Parties involved
Late March – May	Council Hearings	City Council Hearings on the Five Year Plan and Operating Budget.	OBPE, City Departments
April 11	Normal Operations	Third Quarterly Budget Update due.	OBPE, Departments
May 15	Normal Operations	Third Quarterly Report due to PICA.	OBPE, PICA
May – June	Council Hearings	City Council holds two readings, and passes the budget.	OBPE, City Council
June	Budget Signed into Law	Mayor reviews and acts on bills.	Mayor

A sample timeline for the capital budget is shown in the following chart:

Month	Stage	Description of Tasks	Parties involved
October – November	Budget Call	OBPE and City Planning Commission (CPC) send Budget Call Memo to all Departments for new FY Budget. Memo includes guidelines and instructions on how to submit Department budget requests. Departments submit request information. OBPE meets internally to discuss Department requests relative to carry-forward amounts.	OBPE, CPC, City Departments
Mid-November – Mid-December	Budget Meetings	Capital budget meetings with departments. Departments present project requests for a six-year program to the OBPE, CPC, and other interested stakeholders.	OBPE, CPC, City Departments
December 15-26	Budget Formulation	OBPE compiles information into a consolidated budget.	OBPE
January	Budget Discussions	OBPE, CPC, and the Department of Public Property meet to discuss requests. OBPE compiles the carry-forward Budget Requests to be included in the new Budget.	OBPE, CPC, City Departments
January – February	Budget Formulation	Revisions to the budget are made to balance the budget and program.	OBPE, CPC
Mid-February	Budget Formulation	Recommendations for the Mayor are prepared.	OBPE, CPC
February 16-23	Budget Formulation	Meetings with Mayor/Chief of Staff to review draft recommended capital program and budget.	OBPE, Mayor's Office, CPC
Late February	Budget Formulation	Prepare Recommended Capital Program and Budget. Present to City Planning Commission for approval.	CPC, OBPE
Early March	Budget Address and Delivery	Prepare Recommended Capital Program and Budget ordinances. Transmit Ordinances to Mayor and City Council.	Mayor's Office, City Council, OBPE, CPC
March	Council Hearings	City Council holds hearings in regard to the budget. Budget Office, City Planning and Departments respond to City Council's inquiries.	City Council, OBPE, CPC
April – June	Budget adjustments (if necessary)	Make changes to recommended Capital Budget and Program. Prepare and transmit final ordinance amendments to Mayor and City Council.	City Council, OBPE, CPC
May – June	Normal Capital Operations	City Council holds two readings and passes the budget.	City Council, OBPE, CPC
July	Normal Capital Operations	Prepare, produce, and distribute Final Capital Program document.	OBPE, City Departments

BASIS OF BUDGETING AND FINANCIAL POLICIES

BASIS OF BUDGETING

Each Financial Plan reflects balanced budgets for each fiscal year of the City. All revenue and appropriation estimates are on a modified accrual basis in accordance with generally accepted standards.

Revenues are recognized as soon as they are both measurable and available. The City considers tax revenues to be available if they are collected within 60 days of the end of the current fiscal year. Expenditures are generally recorded when a liability is incurred, as in the case of full accrual accounting. Debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due; however, those expenditures may be accrued if they are to be liquidated with available resources.

The City, through the Office of Budget and Program Evaluation (OBPE) estimates General Fund revenues. OBPE provides forecasts of the six major taxes, as well as the estimates for the other categories. OBPE employs a number of approaches to developing its forecasts of local revenues:

- Forecasts of economic activity provided by several sources including the Congressional Budget Office and the Blue Chip Economic Indicators;
- Continuous evaluation of national and local economic data on employment, inflation, interest rates, and economic growth;
- Continuous monitoring of the City's current tax receipts;
- Tax revenue forecasts provided by a revenue forecasting consultant;
- Discussions with economists at the Federal Reserve Bank of Philadelphia; and
- The extensive experience of its staff within the Office of the Director of Finance and OBPE.

OBPE's tax projections for the Five Year Plan are developed in conjunction with a revenue forecasting consultant, which created econometric models that include variables such as wage and salary disbursements in the metropolitan statistical area (MSA) and the city, personal income in the city, the unemployment rate, house prices in the city, real estate transaction growth, and national corporate profits. These models, together with their forecasts, are used by the consultant to project tax revenues for the City with a focus on six taxes – Wage and Earnings Tax, Parking Tax, Business Income and Receipts Tax, Real Estate Transfer Tax, Sales Tax, and Net Profits Tax. These projections are refined by OBPE after discussions with the Revenue Commissioner, Chief Assessor, and Finance Director, and with economists at a meeting hosted by the Federal Reserve Bank of Philadelphia.

Estimates of revenues to be received from the Commonwealth are based on historical patterns, currently available levels, and on levels proposed in a budget by the Governor. Likewise, estimates of revenues to be received from the Federal Government are based on historical patterns, currently available levels, and on levels proposed in a budget by the President of the United States or in a Congressional budget resolution. Non-tax revenues are based on current or proposed rates, charges or fees, historical patterns, and generally recognized econometric models. Expense estimates include, at a minimum, all obligations incurred during the fiscal year and estimated to be payable during the fiscal year or in the 24-month period following the close of the current fiscal year, and all obligations of prior fiscal years not covered by encumbered funds from prior fiscal years.

All cash flow projections provide for operations of the City to be conducted within the resources projected and are based upon assumptions as to sources and uses of cash. These assumptions include, but are not limited to, assumptions as to the timing of receipt and expenditure of cash and the issuance of tax or revenue

anticipation notes of the City. All estimates take into account past and anticipated collections, expenditure and service demand experience of the City, and current and projected economic conditions.

Budget schedules prepared on the legally enacted basis differ from the General Accepted Accounting Principles (GAAP) basis in that both expenditures and encumbrances are applied against the current budget, adjustments affecting activity budgeted in prior years are accounted for through fund balance or as reduction of expenditures, and certain inter-fund transfers and reimbursements are budgeted as revenues and expenditures. A difference between the City's fund balance on a GAAP and budgetary, or legally enacted, basis can arise when, for example, taxes are collected mid-year (e.g., April 2018) for the current calendar year such as with the Business Income and Receipts Tax. While legally these revenues are collected and accounted for during that fiscal year (FY18), on a GAAP basis only half of the revenue can be accounted for in that fiscal year (FY18). The other half of the tax revenue would need to be accounted for in the next fiscal year (FY19). As a result, differences can arise between fund balance estimates on a GAAP basis versus a budgetary basis as a result of the timing of receipts.

RELATIONSHIP AND REPORTING TO PICA

The Pennsylvania Intergovernmental Cooperation Authority was created on June 5, 1991, by the PICA Act for Cities of the First Class (the "PICA Act").⁶¹ The Governor of Pennsylvania, the President pro tempore of the Pennsylvania Senate, the Minority Leader of the Pennsylvania Senate, the Speaker of the Pennsylvania House of Representatives, and the Minority Leader of the Pennsylvania House of Representatives each appoints one voting member of PICA's board. The Secretary of the Budget of the Commonwealth and the Director of Finance of the City serve as ex officio members of PICA's board with no voting rights.

The PICA Act provides that, upon request by the City to PICA for financial assistance and for so long as any bonds issued by PICA remain outstanding, PICA shall have certain financial and oversight functions. The PICA Act requires the City to annually develop a five year financial plan and obtain PICA's approval of it. PICA has the power, in its oversight capacity, to exercise certain advisory and review procedures with respect to the City's financial affairs, including the power to review and approve five year financial plans prepared at least annually by the City, and to certify non-compliance by the City with the then-existing five year plan adopted by the City pursuant to the PICA Act.

PICA is also required to certify non-compliance if, among other things, no approved five year plan is in place or the City has failed to file mandatory revisions to an approved five year plan. The PICA Act requires the City to prepare and submit quarterly reports to PICA so that PICA may determine whether the City is in compliance with the then-current five year plan. Under the PICA Act, a "variance" is deemed to have occurred as of the end of a reporting period if (i) a net adverse change in the fund balance of a covered fund of more than 1% of the revenues budgeted for such fund for that fiscal year is reasonably projected to occur, or (ii) the actual net cash flows of the City for a covered fund are reasonably projected to be less than 95% of the net cash flows of the City for such covered fund for that fiscal year originally forecasted at the time of adoption of the budget. The Mayor is required to provide a report to PICA that describes actual or current estimates of revenues, expenditures, and cash flows by covered funds compared to budgeted revenues, expenditures, and cash flows by covered funds for each month in the previous quarter and for the year-to-date period from the beginning of the then-current fiscal year of the City to the last day of the fiscal quarter or month, as the case may be, just ended. Each such report is required to explain any variance existing as of such last day.

PICA may not take any action with respect to the City for variances if the City (i) provides a written explanation of the variance that PICA deems reasonable; (ii) proposes remedial action that PICA believes will restore overall compliance with the then-current Five Year Plan; (iii) provides information in the immediately succeeding quarterly financial report demonstrating to the reasonable satisfaction of PICA that

⁶¹ Philadelphia is the only city of the first class in the Commonwealth.

the City is taking remedial action and otherwise complying with the then-current Five Year Plan; and (iv) submits monthly supplemental reports as required by the PICA Act.

Under the PICA Act, any such certification of non-compliance would require the Secretary of the Budget of the Commonwealth to withhold payments due to the City from the Commonwealth or any of its agencies (including, with certain exceptions, all grants, loans, entitlements and payment of the portion of the PICA Tax, hereinafter described, otherwise payable to the City).

EXPENDITURE POLICIES

Balanced Budget: Under the Charter, the budget must be balanced. This means that the total amount appropriated in the budget must not exceed the projected revenues to be raised by taxes and other measures. While Council is free to amend the budget, the Mayor's estimate of the value of anticipated revenues is binding, and the budget cannot exceed it. If actual revenues fall short and a deficit occurs, the shortfall must be made up in the next fiscal year. The budget is not effective, and no funds may be spent under it, until it is balanced (refers to budget, not to variances during the year).

Debt Issuance: The City can issue general obligation debt, backed by the full faith, credit, and taxing power of the City, subject to voter approval and subject to adherence to the Commonwealth Constitution. The Constitution limits the amount of the City's outstanding general obligation debt (not including self-supporting general obligation bonds for revenue producing facilities) to 13.5% of the immediately preceding 10-year average of assessed value of taxable real property, with debt greater than 3% of the immediately preceding 10-year average of assessed value of taxable real property having to get voter approval. The City also issues tax-supported obligations through its related authorities (Philadelphia Authority for Industrial Development, The Philadelphia Municipal Authority, and the Redevelopment Authority of the City of Philadelphia), which is repaid through annual rental payments (appropriated each fiscal year) from the City's General Fund to the related authorities to cover debt service. The City Treasurer also oversees the issuance of revenue bonds for the Water and Sewer Department, the Aviation Department, and Philadelphia Gas Works (PGW), which are not included in the City's calculations of General Fund fixed costs. The Office of the City Treasurer and the City Solicitor's Office coordinate their activities to ensure that all debt is issued in compliance with federal, state, and local laws. The City intends to follow general principles for debt issuance, including the following:

- Other than for refunding, general obligation debt should only be issued for capital projects that are authorized in the Capital Program.
- The life of debt should not exceed the projected average life of the asset with a maximum of 30 years.
- Principal should generally be amortized to achieve approximately level debt service; however, principal repayment can be structured to result in more rapid amortization (front-loaded debt service).
- For tax-supported debt, principal amortization should generally be structured to reach a target of 50% of all outstanding principal scheduled to be repaid within 10 years. Consideration for a longer scheduled principal repayment percentage should be given if asset life is significantly longer than 30 years.
- Long-term debt obligations should generally be callable in no later than 10 years to allow flexibility to refund bonds if interest rates decline.
- Debt should generally be limited to serial and term maturities but can be sold in the form of capital appreciation bonds (CABs) or other forms if market conditions warrant.
- Any premium above par received from the sale of bonds should be used to pay the costs of issuance or be deposited into the Sinking Fund Account for payment of debt service.
- The City will aim to fund a portion of routine capital projects in each year's capital program with pay-as-you-go financing.

Debt Management: In order for the City to monitor the City's debt levels and overall financial flexibility (balance between fixed costs and available resources), the Office of the City Treasurer monitors and manages to certain self-imposed ratios related to debt service and other fixed costs as a percentage of

budget. The largest fixed cost in the City's General Fund budget is the payment to amortize the City's unfunded pension liability. The Executive Director of the Sinking Fund Commission is responsible for making debt service payments.

- Tax Supported Debt Service plus Long Term Obligations as a percentage of General Fund and Debt Service Fund Expenditures should not exceed 15%.⁶²
- Tax Supported Debt Service as a percentage of General Fund and Debt Service Fund Expenditures should not exceed 12%.⁶³
- Tax Supported Debt Service excluding Pension Obligation Bond Debt Service as a percentage of General Fund and Debt Service Fund Expenditures should not exceed 10%.⁶⁴
- 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%.⁶⁵

⁶² "Tax-Supported Debt Service" is defined as debt service on general obligation bonds and other tax-supported debt (including PICA debt service) less any self-supporting general obligation debt. Long-Term Obligations include the MMO (excluding Normal Costs), amounts payable by the City under the Convention Center Operating Agreement among the City, the State, and the Pennsylvania Convention Center Authority (\$15 million annually), and other fixed costs such as the Eagles Stadium Operating and Expense Reimbursement (\$7 million to \$12 million annually).

⁶³ This ratio is looked at without pension obligation debt service because by issuing pension obligation bonds, the City substitutes one fixed liability (pension costs) for another (debt service).

⁶⁴ According to Moody's, debt service as a percentage of expenditures frequently ranges from 5% to 15%; S&P states that 8% to 15% represents a moderate debt burden, and Fitch Ratings states that debt service above 10% of budget for cities and counties can create budgetary competition.

⁶⁵ This limitation should be calculated separately for General Fund-supported debt, Airport Revenue Bonds, Water and Wastewater Revenue Bonds, and Gas Works Revenue Bonds. When deciding whether to issue any variable rate debt, historic averages of cash balances should be evaluated to confirm that the financial flexibility is available if interest rates rise or in the case of hedged variable rate debt, if there is a dislocation between the swap rate and the bond rate.

CITY OF PHILADELPHIA ORGANIZATIONAL CHART

James F. Kenney
Mayor

Otis Hackney
Education

Rich Lazer
Deputy Mayor for Labor

James Engler
Chief of Staff

Ellen Kaplan
Chief Integrity Officer

Debbie Mahler
Deputy Mayor for Intergovernmental Affairs

Nolan Atkinson
Chief Diversity & Inclusion Officer

Marcel Pratt
City Solicitor

Christine Derenick-Lopez
Chief Administrative Officer / Acting Personnel Director

Harold Epps
Commerce Director

Anne Fadullon
Director of Planning and Development

Rob Dubow
Finance Director

Sheila Hess
City Representative

Brian Abernathy
Managing Director

Amy Kurland
Inspector General

Diana Cortes
Litigation

T. David Williams
Contracts and Professional Services

Sylvie Gallier Howard
First Deputy Commerce Director

Jonathan E. Farnham
Historical Commission

Catherine Lamb
First Deputy Finance Director

Vanessa Garrett Harley
Public Safety and Criminal Justice

Eva Gladstein
Health and Human Services

Michael Carroll
Infrastructure and Transportation

Joanna Otero Cruz
Community Services

Tumar Alexander
First Deputy Managing Director

Dave Wilson
Community and Culture

Angelina Ruffin
Performance Management

Clay Cauley
Social Services

Monique Nesmith-Joyner (Interim)
Procurement

Edward Garcia
Finance and Administration

Dave Thomas
Housing and Community Development Corporation

Frank Breslin
Revenue

Adam Thiel
Fire

Cynthia Figueroa
Human Services

Carlton Williams
Streets

Graham Quinn
Philly 311

Bridget Collins-Greenwald
Public Property

Jazelle Jones
Special Events

Valerie Robinson
Corporate and Tax

Liana Dragoman (Interim)
Open Data and Digital Transformation

Karen Fegely
Neighborhood Business Development

Bill Burke
Art Commission

Mike Piper
Property Assessment

Bianche Carney
Prisons

David T. Jones
Behavioral Health & Intellectual Disabilities

Christine Knapp
Sustainability

Jane Golden
Mural Arts

Christopher Cocci
Fleet

Kathryn Ott Lovell
Parks and Recreation

Craig Straw
First Deputy City Solicitor

Vacant
Human Resources

Iola Harper
Economic Opportunity

Angel Rodriguez
Land Bank

Josefine Arevalo
Accounting

David Perri
Licenses and Inspection

Elizabeth Hersh
Homeless Services

Debra McCarty
Water

Miriam Enriquez
Office of Immigrant Affairs

Kelly Lee
Arts, Culture and the Creative Economy

Melissa Andre
Administrative Review

Rochelle Cameron
PHL Airport

John Mondlak
Development Services

Rasheia Johnson
City Treasurer

Richard Ross
Police

Mitch Little
Community Empowerment and Opportunity

Kelley Yemen
Complete Streets

Susan Russell
Animal Care and Control Team

Nicole Westerman
Rebuild

Mark Wheeler
Innovation and Technology

Duane Bumb
Business Development

Vacant
Housing & Community Development

Anna Adams
Budget and Program Evaluation

Shondell Revell
Violence Prevention

Thomas Farley
Health

Thomas Conway
CLIP - Community Life Improvement Program

Siobhan Reardon
Free Library of Philadelphia

Michael Giunta (Interim)
Administrative Adjudication

Cathy Califano
First Deputy Director of Planning & Development

Francis Bielli
Pensions & Retirement

Sadie Bynum
Emergency Management

Hans Menos
Police Advisory Commission

DeWayne Gordon
First Deputy CAO

Greg Heller
Redevelopment Authority

Ashley Del Bianco
Grants

John Hodge
Property Data

James Leonard
Records

Tanya Sunkett
Zoning Board of Adjustments

Eleanor Sharpe
Zoning and Planning

Barry Scott
Risk Management

GLOSSARY

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 Operating Budget – The document prepared by the Office of Budget and Program Evaluation 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.

CAFR – The Comprehensive Annual Financial Report (CAFR) is a set of financial statements comprising the financial report of a municipal government entity in compliance with Governmental Accounting Standards Board (GASB) accounting requirements.

Capital Budget – A one-year plan for financing long-term capital projects that lead to the physical development for the City. The capital budget is enacted as part of the complete annual budget which includes the operating budget.

Capital Program – The City's six-year plan for long-term capital projects. The Capital Budget is the first year of the Capital Program.

Carryforward – Unspent prior year capital 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 Office of Budget and Program Evaluation issues an annual call for exogenous variable estimates for projected City expenditures on items such as utilities, fuel, and energy costs in late November.

Expenditures – Monies spent by the City in the course of operations during a fiscal year. Synonym for Obligations.

Fiscal Year (FY) – A twelve-month period to which the annual budget applies and at the end of which the City determines its financial position and the results of its operations. The City’s fiscal year begins July 1 and ends June 30. For instance, Fiscal Year 2019 (FY19) began July 1, 2018 and will end June 30, 2019.

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, and Queer.

Locally-Generated Non-Tax Revenue – Revenue received from sources other than taxes, grants from federal and state government, and inter-fund transfer payments. Includes user fees, fines, rents, proceeds of asset sales, interest earnings, and payments in lieu of taxes from nonprofit organizations.

Long-term Obligations – Commitments the City has made that require the expenditure of funds after the current fiscal year. These commitments include outstanding debt, long-term leases, and pension payments to retirees.

Minority-, Women-, and Disabled-Owned Business Enterprises (M/W/DSBEs) – The Office of Economic Opportunity ensures that M/W/DSBE firms receive an equitable share of contracting opportunities with the City of Philadelphia.

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.

School Reform Commission – The School District of Philadelphia is currently governed by a five-member School Reform Commission (SRC), which was established in 2001 when oversight of the district was taken over by the Commonwealth of Pennsylvania. The Governor appoints three members, and the Mayor of Philadelphia appoints two members of the commission. In July 2018, the SRC will be replaced by a nine-member, locally-appointed board.

Six Year Capital Program – A six year plan for financing long-term capital projects that lead to the physical development of the city and serves as the blueprint for capital improvements for the City. Included in the program is the name of each project and the amount forecasted to be expended in each year as well as the proposed method of financing the projects.

Target Budget – Current target of revenues, expenditures, and cash flows by covered funds compared to budgeted revenues, expenditures, and cash flows by covered funds. This is the budget amount departments anticipate spending, given their total appropriations. Targets are set by departments and the Office of Budget and Program Evaluation in partnership after the annual budget is adopted.

Unfunded Pension Liability – An actuarial calculation of the difference between accrued liabilities for pension benefits payable to past and current City employees and the value of Pension Fund assets.

APPENDIX

GENERAL FUND SUMMARY TABLES

City of Philadelphia
General Fund
FY 2020- 2024 Five Year Financial Plan
Summary by Class

Expenditure Class	Actual FY18	Budgeted FY19	Projected FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23	Projected FY24
Class 100 - Wages	1,690,080,953	1,738,440,262	1,759,692,969	1,816,812,838	1,821,806,683	1,828,205,579	1,834,611,560	1,836,877,152
Class 100 - Benefits	1,314,021,386	1,360,238,207	1,375,589,153	1,409,497,002	1,434,636,988	1,482,134,610	1,531,138,742	1,578,475,195
Class 200 - Contracts / Leases	891,073,171	951,665,336	954,476,985	988,199,176	998,412,004	1,015,784,429	1,036,433,342	1,041,577,441
Class 300/400 - Supplies, Equipment	102,191,249	114,356,297	121,701,689	122,800,755	118,118,730	113,060,656	112,428,407	112,441,407
Class 500 - Indemnities / Contributions	195,196,948	282,184,841	282,084,841	312,627,210	341,689,358	355,114,001	358,697,390	362,336,621
Class 700 - Debt Service	148,795,403	169,496,126	169,496,126	187,482,819	189,460,472	214,844,846	228,964,828	253,787,321
Class 800 - Payments to Other Funds	61,494,747	38,095,798	86,878,098	102,545,100	56,990,100	55,006,100	59,142,100	106,818,100
Class 900 - Advances / Misc. Payments	0	71,020,472	53,573,100	55,108,100	76,705,100	88,356,100	98,356,100	108,356,100
Total	4,402,853,857	4,725,497,339	4,803,492,961	4,995,073,000	5,037,819,435	5,152,506,321	5,259,772,469	5,400,669,337

**City of Philadelphia
General Fund
FY 2020- 2024 Five Year Financial Plan
Summary by Department**

Department	Actual FY18	Budgeted FY19	Projected FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23	Projected FY24
Art Museum	2,550,500	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000
Atwater Kent Museum	306,771	250,000	250,000	0	0	0	0	0
Auditing	8,762,254	8,893,008	9,209,745	9,384,550	9,384,550	9,384,550	9,384,550	9,384,550
Board of Ethics	974,344	1,074,792	1,098,971	1,101,630	1,101,630	1,101,630	1,101,630	1,101,630
Board of Revision of Taxes	952,531	1,046,903	1,071,422	1,060,791	1,060,791	1,060,791	1,060,791	1,060,791
City Commissioners	10,124,526	10,351,881	13,753,477	12,216,911	11,195,911	11,014,911	11,014,911	11,150,911
City Council	16,959,076	17,225,693	17,807,973	17,727,973	17,727,973	17,727,973	17,727,973	17,727,973
City Representative	1,116,837	1,158,249	1,223,288	1,249,695	1,249,695	1,249,695	1,249,695	1,249,695
City Treasurer	1,177,474	1,692,315	1,725,724	1,483,167	1,408,167	1,408,167	1,408,167	1,408,167
Civil Service Commission	193,463	198,056	201,591	204,935	204,935	204,935	204,935	204,935
Civil Service Comm - Provision for Future Labor Obligations	0	16,447,372	0	0	20,000,000	30,000,000	40,000,000	50,000,000
Commerce	5,581,442	6,013,658	7,415,783	7,498,861	7,507,267	7,515,883	7,524,714	7,533,767
Commerce - Convention Center Subsidy	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Commerce - Economic Stimulus	2,854,448	2,397,004	1,242,883	3,671,624	1,171,624	1,171,624	1,171,624	1,171,624
District Attorney	35,520,200	41,792,293	41,832,195	38,308,536	38,308,536	38,308,536	38,308,536	38,308,536
Finance	44,263,571	24,790,260	44,592,419	43,572,334	30,350,334	28,467,334	31,058,334	38,595,334
Finance-Reg #32	2,556,892	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000
Finance-Budget Stabilization	0	0	20,000,000	34,132,000	0	0	0	37,910,000
Finance - Provision for Grant Loss Funding	0	53,573,000	53,573,000	55,108,000	56,705,000	58,356,000	58,356,000	58,356,000
Finance - Community College Subsidy	30,409,207	32,409,207	32,409,207	33,759,207	33,759,207	33,759,207	33,759,207	33,759,207
Finance - Employee Benefits	1,314,021,386	1,360,238,207	1,375,589,153	1,409,497,002	1,434,636,988	1,482,134,610	1,531,138,742	1,578,475,195
Finance - Hero Awards	2,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Finance - Indemnities	0	48,780,000	48,780,000	49,246,000	49,246,000	49,246,000	48,780,000	48,780,000
Finance - Refunds	10,202	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Finance - School District Contribution	104,348,281	180,870,541	180,870,541	214,006,410	244,128,558	258,503,201	261,602,590	264,741,821
Finance - Witness Fees	86,141	171,518	171,518	171,518	171,518	171,518	171,518	171,518
Fire	268,563,285	277,613,180	294,185,387	297,907,278	299,479,080	306,484,955	312,497,063	315,485,155
First Judicial District	114,171,926	109,556,573	112,731,854	115,503,975	115,503,975	115,503,975	115,503,975	115,503,975
Fleet Management	45,083,004	49,062,057	49,226,289	50,114,034	51,341,478	51,389,478	51,437,478	51,437,478
Fleet Management - Vehicle Lease/Purchases	19,340,817	14,797,739	14,797,739	17,286,549	14,797,739	14,797,739	14,797,739	14,797,739
Free Library	41,794,729	41,286,517	42,265,871	45,760,383	45,760,383	45,760,383	45,760,383	45,760,383
Human Relations Commission	2,079,631	2,202,336	2,297,418	2,386,402	2,386,402	2,386,402	2,386,402	2,386,402
Human Services	108,622,882	112,073,598	112,073,598	115,965,013	116,648,349	117,210,008	116,161,669	116,161,669
Labor	1,445,501	1,746,946	2,014,103	2,370,828	2,313,828	2,213,828	2,313,828	2,313,828
Law	14,800,512	15,835,164	16,066,096	16,085,045	16,035,045	16,185,045	16,235,045	16,285,045
Licenses & Inspections	35,400,379	37,507,876	37,979,690	40,682,551	40,842,043	40,450,744	39,794,494	39,794,494
L&I: Board of Building Standards	67,339	75,419	78,574	80,366	80,366	80,366	80,366	80,366
L&I: Board of L+I Review	153,135	172,720	172,720	173,870	173,870	173,870	173,870	173,870
Managing Director	43,263,090	46,633,137	51,457,908	54,160,220	53,313,546	54,714,262	54,986,764	54,807,778
Managing Director - Legal Services	48,824,041	50,375,841	51,075,841	50,439,541	50,439,541	50,439,541	50,439,541	50,439,541
Mayor	4,097,960	5,316,168	5,528,157	5,983,633	5,956,633	5,956,633	5,956,633	5,956,633
Mayor - Scholarships	170,500	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Mayor - Office of Chief Administrative Officer	5,894,030	6,619,329	6,548,985	7,588,265	7,044,015	6,984,015	6,924,015	6,924,015
Mayor - Office of Education	23,073,129	24,949,452	29,510,497	45,350,014	56,845,964	63,433,271	68,683,368	67,219,358

Department	Actual FY18	Budgeted FY19	Projected FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23	Projected FY24
Mayor's Office of Community Empowerment and Opportunity	2,146,763	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Mural Arts Program	1,921,140	2,034,016	2,084,602	2,349,602	2,349,602	2,349,602	2,349,602	2,349,602
Office of Arts and Culture and the Creative Economy	4,132,910	4,172,855	4,335,840	4,098,002	4,098,002	4,098,002	4,098,002	4,098,002
Office of Behavioral Health and Intellectual disAbilities	14,683,674	14,202,289	17,131,339	15,895,444	15,465,360	15,465,360	15,465,360	15,465,360
Office of Homeless Services	48,016,836	52,761,498	56,816,894	58,995,719	58,233,112	56,771,738	57,439,011	57,439,011
Office of Human Resources	5,626,437	6,343,869	6,535,350	6,724,287	6,634,287	6,634,287	6,634,287	6,714,287
Office of Innovation and Technology	61,598,068	65,491,927	66,497,367	70,898,539	80,440,845	73,121,998	77,328,479	77,328,479
Office of Innovation and Technology - 911	14,748,137	35,380,008	35,478,870	41,235,086	23,564,955	24,643,267	24,643,267	24,643,267
Office of Inspector General	1,487,259	1,636,311	1,680,441	1,680,441	1,680,441	1,680,441	1,680,441	1,680,441
Office of Property Assessment	13,434,758	14,216,425	14,714,490	17,318,408	16,993,408	16,993,408	16,993,408	16,993,408
Office of Sustainability	908,498	949,327	963,258	1,213,258	1,213,258	1,213,258	1,213,258	1,213,258
Parks and Recreation	64,066,064	66,062,181	67,198,713	67,858,055	67,823,438	68,124,821	68,754,945	68,614,945
Planning & Development	8,216,495	12,811,669	12,973,533	9,810,746	8,785,746	8,785,746	8,785,746	8,785,746
Police	712,744,848	709,492,944	711,140,370	740,915,097	739,245,083	739,245,083	739,245,083	739,245,083
Prisons	258,968,396	249,371,806	250,152,237	238,183,523	238,183,523	238,183,523	238,183,523	238,183,523
Procurement	4,789,509	4,938,442	5,014,187	5,074,563	5,074,563	5,074,563	5,074,563	5,074,563
Public Health	135,237,848	156,633,875	140,042,886	159,422,140	161,753,789	159,415,538	159,265,538	159,265,538
Public Property	63,077,078	67,881,546	68,581,774	68,691,597	73,594,737	75,827,411	78,071,025	80,018,025
Public Property - SEPTA Subsidy	81,946,000	84,608,000	84,608,000	87,556,000	91,025,000	94,259,000	98,004,000	101,901,000
Public Property - Space Rentals	21,553,679	22,457,948	22,457,948	26,278,677	26,113,076	25,677,141	25,601,607	26,316,824
Public Property - Utilities	24,580,646	25,008,269	25,008,269	27,393,339	25,055,344	25,898,337	26,820,921	27,723,386
Records	4,429,732	4,768,507	4,826,755	4,910,278	4,910,278	4,910,278	4,910,278	4,910,278
Register of Wills	4,126,862	4,438,881	4,438,881	4,551,645	4,551,645	4,551,645	4,551,645	4,551,645
Revenue	29,308,141	30,707,541	31,251,491	32,879,233	32,477,233	32,477,233	32,477,233	32,477,233
Sheriff	28,432,276	26,150,422	26,212,604	27,046,961	27,046,961	27,046,961	27,046,961	27,046,961
Sinking Fund Commission (Debt Service)	265,503,720	295,032,504	295,032,504	296,705,317	305,791,529	336,107,169	355,333,697	379,655,714
Streets	152,550,647	141,981,270	146,719,741	155,382,932	156,668,279	158,234,431	159,879,039	161,589,375
Total	4,402,853,857	4,725,497,339	4,803,492,961	4,995,073,000	5,037,819,435	5,152,506,321	5,259,772,469	5,400,669,337

**City of Philadelphia
General Fund
FY 2020- 2024 Five Year Financial Plan
Major Taxes (\$ in Millions) with Percentage Change from Previous Year**

Tax	Actual FY18	Projected FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23	Projected FY24
Wage & Net Profits - Current & Prior	1,574.6	1,608.2	1,671.9	1,731.1	1,790.0	1,850.7	1,909.9
% change from prior year	n.a.	2.1%	4.0%	3.5%	3.4%	3.4%	3.2%
Real Property - Current & Prior	650.4	660.0	712.8	729.6	753.6	779.0	808.3
% change from prior year	n.a.	1.5%	8.0%	2.4%	3.3%	3.4%	3.8%
Business Income & Receipts - Current & Prior	446.1	454.2	477.1	492.0	492.0	487.0	495.9
% change from prior year	n.a.	1.8%	5.0%	3.1%	0.0%	-1.0%	1.8%
Sales	198.4	210.4	222.9	233.7	244.3	255.1	264.4
% change from prior year	n.a.	6.0%	5.9%	4.8%	4.5%	4.4%	3.6%
Real Property Transfer	331.5	323.0	327.4	331.1	344.9	357.7	341.2
% change from prior year	n.a.	-2.6%	1.4%	1.1%	4.2%	3.7%	-4.6%
Parking	96.5	98.1	100.2	102.1	104.0	105.9	107.8
% change from prior year	n.a.	1.7%	2.1%	1.9%	1.9%	1.8%	1.8%
Other Taxes	26.9	31.2	32.2	33.2	34.1	35.0	36.0
% change from prior year	n.a.	16.0%	3.2%	3.1%	2.7%	2.6%	2.9%
Philadelphia Beverage	77.4	76.6	75.9	75.1	74.4	73.6	72.9
% change from prior year	n.a.	n.a.	-0.9%	-1.1%	-0.9%	-1.1%	-1.0%
Total Taxes	<u>3,401.8</u>	<u>3,461.7</u>	<u>3,620.4</u>	<u>3,727.9</u>	<u>3,837.3</u>	<u>3,944.0</u>	<u>4,036.4</u>
% Change from prior year	n.a.	5.6%	4.8%	4.6%	2.3%	2.3%	2.1%

Note: Wage & Net Profits Taxes include rate reductions that resumed in FY14. Business Income & Receipts Tax incorporate rate reductions that began in FY13. Wage tax does not include the PICA portion. Real Property Transfer Tax includes the rate increase from 3.1% to 3.278% effective July 1, 2018.

**City of Philadelphia
General Fund
FY 2020- 2024 Five Year Financial Plan
Estimated Fringe Benefit Allocation**

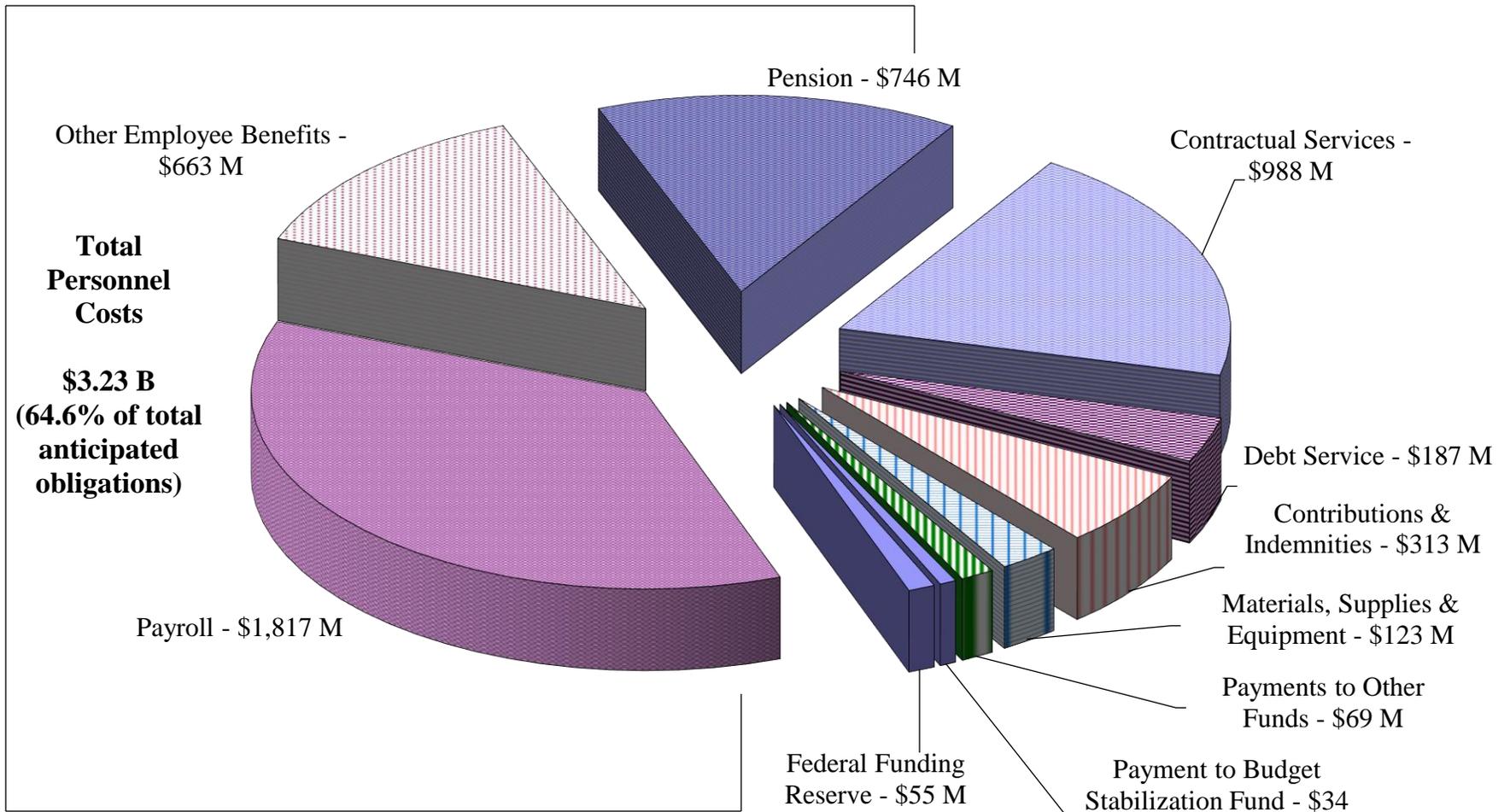
<u>Expenditure Category</u>	Actual FY18	Budgeted FY19	Projected FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23	Projected FY24
Unemployment Comp.	3,492,886	4,080,260	4,080,260	4,080,260	4,080,260	4,080,260	4,080,260	4,080,260
Employee Disability	56,011,219	61,799,849	61,799,849	69,844,607	72,809,986	75,901,266	79,123,792	82,483,137
Pension	607,875,436	561,418,620	561,418,620	584,663,838	595,903,869	606,249,336	619,369,608	629,681,943
Pension Obligation Bonds	110,159,328	110,077,649	110,077,649	110,158,479	110,158,479	110,158,479	110,158,479	110,158,479
FICA	80,441,125	78,631,100	78,631,100	84,546,988	84,608,478	84,633,502	84,664,314	84,664,314
Health / Medical	418,230,169	481,764,702	500,175,375	489,978,550	495,485,260	524,199,261	551,420,554	580,441,819
Group Life	7,782,681	8,407,794	8,407,794	8,465,202	8,465,202	8,465,202	8,465,202	8,465,202
Group Legal	4,769,947	4,849,842	4,849,842	5,049,842	5,049,842	5,049,842	5,049,842	5,049,842
Tool Allowance	209,050	146,267	146,267	146,267	146,267	146,267	146,267	146,267
Flex Cash Payments	645,989	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Pension Relief - Sales Tax	24,202,319	48,262,124	45,202,397	51,462,969	56,829,345	62,151,195	67,560,424	72,203,932
Pension - Plan 10	201,237	0	-	300,000	300,000	300,000	300,000	300,000
Total	1,314,021,386	1,360,238,207	1,375,589,153	1,409,497,002	1,434,636,988	1,482,134,610	1,531,138,742	1,578,475,195

REVENUES AND EXPENDITURES

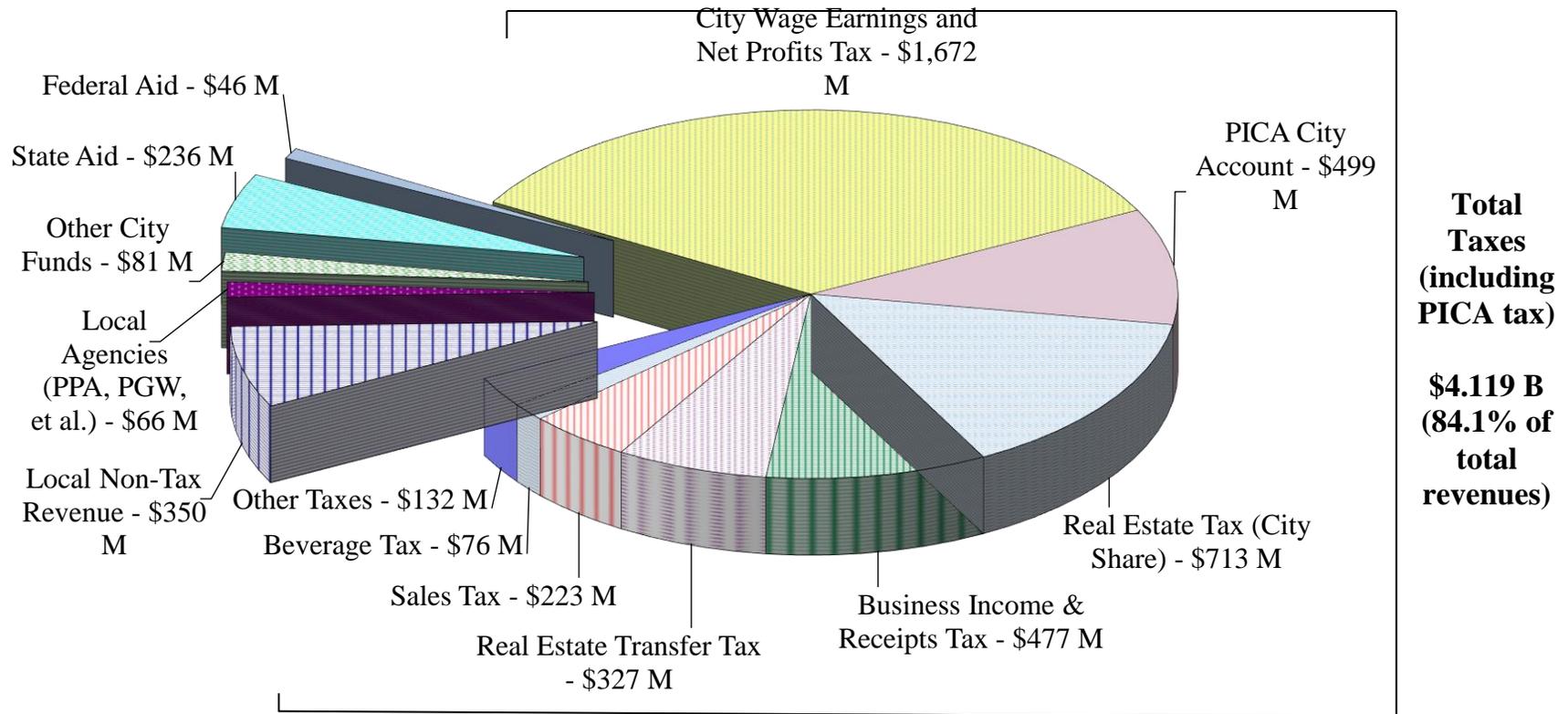
City of Philadelphia As Proposed Five Year Financial Plan FY2020-2024		SUMMARY OF OPERATIONS FISCAL YEARS 2018 TO 2024 <small>(Amounts in Thousands)</small>						
FUND								
General								
NO.	ITEM	FY 2018 Actual	FY 2019 Estimate	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	<u>OPERATIONS OF FISCAL YEAR REVENUES</u>							
1	Taxes	3,401,829	3,461,694	3,620,374	3,727,859	3,837,275	3,944,001	4,036,445
2	Locally Generated Non-Tax Revenues	320,643	315,787	350,228	312,967	316,743	326,752	323,892
3	Revenue from Other Governments	323,948	315,918	347,024	347,028	348,850	349,913	351,847
4	Other Govts. - PICA City Account (1)	454,205	476,651	499,290	529,225	549,602	584,546	628,074
5	Sub-Total Other Governments	778,153	792,569	846,314	876,253	898,452	934,459	979,921
6	Revenue from Other Funds of City	55,437	72,916	81,011	63,879	65,410	65,883	66,264
7	Total - Revenue	4,556,062	4,642,966	4,897,927	4,980,958	5,117,880	5,271,095	5,406,522
8	Other	0	0	0	0	0	0	0
9	Total Revenue and Other Sources	4,556,062	4,642,966	4,897,927	4,980,958	5,117,880	5,271,095	5,406,522
	<u>OBLIGATIONS/APPROPRIATIONS</u>							
10	Personal Services	1,690,081	1,759,693	1,816,813	1,821,807	1,828,205	1,834,612	1,836,877
11	Personal Services-Pensions	718,035	671,496	695,122	706,362	716,708	729,828	740,140
12	Personal Services-Pensions - Sales Tax	24,202	45,202	51,463	56,829	62,151	67,560	72,204
13	Personal Services-Other Employee Benefits	571,784	658,891	662,912	671,446	703,276	733,751	766,131
14	Sub-Total Employee Compensation	3,004,102	3,135,282	3,226,310	3,256,444	3,310,340	3,365,751	3,415,352
15	Purchase of Services	891,074	954,477	988,199	998,412	1,015,784	1,036,433	1,041,577
16	Materials, Supplies and Equipment	102,191	121,702	122,801	118,119	113,061	112,428	112,442
17	Contributions, Indemnities, and Taxes	195,197	282,085	312,627	341,689	355,114	358,697	362,337
18	Debt Service	148,795	169,496	187,483	189,460	214,845	228,965	253,787
19	Payments to Other Funds	61,495	66,878	68,413	56,990	55,006	59,142	68,908
20	Advances & Misc. Pmts. Incl. Labor Reserve	0	0	0	20,000	30,000	40,000	50,000
21	Adv & Misc. Pmts. / Federal Funding Reserve	0	53,573	55,108	56,705	58,356	58,356	58,356
22	Sub-Total	4,402,854	4,783,493	4,960,941	5,037,819	5,152,506	5,259,772	5,362,759
23	Payment to Budget Stabilization Fund	0	20,000	34,132	0	0	0	37,910
24	Total - Obligations	4,402,854	4,803,493	4,995,073	5,037,819	5,152,506	5,259,772	5,400,669
25	Oper. Surplus (Deficit) for Fiscal Year	153,208	(160,527)	(97,146)	(56,861)	(34,626)	11,323	5,853
	Prior Year Adjustments:							
26	Revenue Adjustments	0	0	0	0	0	0	0
27	Other Adjustments	26,331	19,500	19,500	19,500	19,500	19,500	19,500
28	Total Prior Year Adjustments	26,331	19,500	19,500	19,500	19,500	19,500	19,500
29	Adjusted Oper. Surplus/ (Deficit)	179,539	(141,027)	(77,646)	(37,361)	(15,126)	30,823	25,353
	<u>OPERATIONS IN RESPECT TO PRIOR FISCAL YEARS</u>							
30	Fund Balance Available for Appropriation June 30 of Prior Fiscal Year	189,244	368,783	227,756	150,110	112,749	97,623	128,446
31								
32	Fund Balance Available for Appropriation June 30	368,783	227,756	150,110	112,749	97,623	128,446	153,799

**City of Philadelphia
Fiscal Year 2020 Obligations
By Type of Expenditure
General Fund**

Total Amount of Funds: \$4.995 Billion



City of Philadelphia
Fiscal Year 2020 Estimated Revenues
 General Fund
Total Amount of Funds: \$4.898 Billion



City of Philadelphia
FY20 Proposed All Funds Operating Budget

Department	Acute Care Hospital Assessment Fund	Aviation Fund	Car Rental Tax Fund	Community Development Fund	County Liquid Fuels Tax Fund	General Fund	Grants Revenue Fund	HealthChoices Behavioral Health Fund	Hotel Room Rental Tax Fund	Housing Trust Fund	Special Gasoline Tax Fund	Water Fund	Water Residual Fund	Total
Art Museum						2,550,000								2,550,000
Atwater Kent Museum						0								0
Auditing						9,384,550	397,297							9,781,847
Board of Ethics						1,101,630								1,101,630
Board of Revision of Taxes						1,060,791								1,060,791
City Commissioners						12,216,911	2,625,000							14,841,911
City Council						17,727,973	205,300							17,933,273
City Representative						1,249,695								1,249,695
City Treasurer						1,483,167								1,483,167
Civil Service Commission						204,935								204,935
Civil Service Commission - Provision for Labor						0								0
Commerce		199,188,000		9,152,625		7,498,861	10,175,000		77,562,000					303,576,486
Commerce - Convention Center Subsidy						15,000,000								15,000,000
Commerce - Economic Stimulus						3,671,624								3,671,624
District Attorney						38,308,536	15,302,606							53,611,142
Finance	75,000	4,146,000				43,572,334								47,793,334
Finance - Budget Stabilization						34,132,000								34,132,000
Finance - Community College Subsidy						33,759,207								33,759,207
Finance - Employee Benefits	267,592	66,061,224		5,042,638		1,409,497,002					1,000,000	147,439,194		1,629,307,650
Finance - Hero Awards						25,000								25,000
Finance - Indemnities		2,512,000				49,246,000						7,500,000		59,258,000

Department	Acute Care Hospital Assessment Fund	Aviation Fund	Car Rental Tax Fund	Community Development Fund	County Liquid Fuels Tax Fund	General Fund	Grants Revenue Fund	HealthChoices Behavioral Health Fund	Hotel Room Rental Tax Fund	Housing Trust Fund	Special Gasoline Tax Fund	Water Fund	Water Residual Fund	Total
Finance - Provision for Other Grants				20,000,000		55,108,000	220,000,939							295,108,939
Finance - Reg#32						2,650,000								2,650,000
Finance - Refunds						250,000								250,000
Finance - School District Contribution						214,006,410								214,006,410
Finance - Witness Fees						171,518								171,518
Fire		8,355,474				297,907,278	26,738,515							333,001,267
First Judicial District						115,503,975	52,578,870							168,082,845
Fleet Management		8,401,109				67,400,583						8,846,754		84,648,446
Free Library						45,760,383	8,208,510							53,968,893
Human Relations Commission						2,386,402								2,386,402
Human Services						115,965,013	623,013,832							738,978,845
Labor Relations						2,370,828								2,370,828
Law		1,607,235		195,573		16,085,045						3,304,069		21,191,922
Licenses & Inspections				490,303		40,682,551								41,172,854
L&I-Board of Building Standards						80,366								80,366
L&I-Board of L & I Review						173,870								173,870
Managing Director						54,160,220	10,543,322					138,550		64,842,092
Managing Director - Legal Services						50,439,541								50,439,541
Mayor						5,983,633	915,185							6,898,818
Mayor - Scholarships						200,000								200,000
Mayor - Office of the Chief Administrative Officer						7,588,265								7,588,265
Mayor - Office of Education						45,350,014	396,860							45,746,874

Department	Acute Care Hospital Assessment Fund	Aviation Fund	Car Rental Tax Fund	Community Development Fund	County Liquid Fuels Tax Fund	General Fund	Grants Revenue Fund	HealthChoices Behavioral Health Fund	Hotel Room Rental Tax Fund	Housing Trust Fund	Special Gasoline Tax Fund	Water Fund	Water Residual Fund	Total
Mayor's Office of Community Empowerment and Opportunity						90,000	18,655,860							18,745,860
Mural Arts Program						2,349,602								2,349,602
Office of Arts and Culture & the Creative Economy						4,098,002								4,098,002
Office of Behavioral Health and Intellectual disAbility						15,895,444	285,482,859	1,300,000,000						1,601,378,303
Office of Homeless Services						58,995,719	45,429,240							104,424,959
Office of Human Resources						6,724,287								6,724,287
Office of Innovation & Technology		2,998,689				112,133,625	44,636,973					30,850,024		190,619,311
Office of Inspector General						1,680,441								1,680,441
Office of Property Assessment						17,318,408								17,318,408
Office of Sustainability		93,873				1,213,258	90,000					93,874		1,491,005
Parks & Recreation						67,858,055	13,552,824							81,410,879
Planning & Development				68,260,861		9,810,746	61,870,058			68,416,000				208,357,665
Police		18,031,895				740,915,097	14,439,985							773,386,977
Prisons						238,183,523								238,183,523
Procurement						5,074,563						105,285		5,179,848
Public Health	319,153,408					159,422,140	167,330,965							645,906,513
Public Property						68,691,597								68,691,597
Public Property - Septa Subsidy						87,556,000								87,556,000
Public Property - Space Rentals						26,278,677						4,270,347		30,549,024

Department	Acute Care Hospital Assessment Fund	Aviation Fund	Car Rental Tax Fund	Community Development Fund	County Liquid Fuels Tax Fund	General Fund	Grants Revenue Fund	HealthChoices Behavioral Health Fund	Hotel Room Rental Tax Fund	Housing Trust Fund	Special Gasoline Tax Fund	Water Fund	Water Residual Fund	Total
Public Property - Utilities		26,900,000				27,393,339								54,293,339
Records						4,910,278								4,910,278
Register of Wills						4,551,645	200,000							4,751,645
Revenue	45,000					32,879,233	26,425,000					17,472,616		76,821,849
Sheriff						27,046,961								27,046,961
Sinking Fund Commission (Debt Service)		134,825,501	7,000,000			296,705,317						218,105,830		656,636,648
Streets					7,273,000	155,382,932	28,481,000				35,940,000			227,076,932
Water												422,602,475	37,000,000	459,602,475
Water, Sewer & Stormwater Rate Board												817,982		817,982
TOTAL	319,541,000	473,121,000	7,000,000	103,142,000	7,273,000	4,995,073,000	1,677,696,000	1,300,000,000	77,562,000	68,416,000	36,940,000	861,547,000	37,000,000	9,964,311,000

OTHER STATUTORY REQUIREMENTS

City of Philadelphia

Principal General Fund Obligation Growth Assumptions

FY 2020 - 2024 Five Year Financial Plan

		<u>FY 20</u>	<u>FY 21</u>	<u>FY 22</u>	<u>FY 23</u>	<u>FY 24</u>
Class 100	Personal Services					
	<i>Civilian Wages - DC#47/NR</i>	3.00%	0.0%	0.0%	0.0%	0.0%
	<i>Civilian Wages - DC#33</i>	3.00%	0.0%	0.0%	0.0%	0.0%
	<i>Civilian Wages - Other</i>	0.00%	0.0%	0.0%	0.0%	0.0%
	<i>Uniform Wages - Local #159</i>	3.25%	0.0%	0.0%	0.0%	0.0%
	<i>Uniform Wages - F.O.P.</i>	3.75%	0.0%	0.0%	0.0%	0.0%
	<i>Uniform Wages - I.A.F.F.</i>	3.75%	0.0%	0.0%	0.0%	0.0%
	Employee Benefits					
	<i>Unemployment Compensation</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	<i>Employee Disability</i>	13.0%	4.2%	4.2%	4.2%	4.2%
	<i>Pension</i>	4.1%	2.3%	2.3%	2.7%	2.2%
	<i>Pension Obligation Bond</i>	0.1%	0.0%	0.0%	0.0%	0.0%
	<i>Pension Relief - Sales Tax</i>	7.5%	0.1%	0.0%	0.0%	0.0%
	<i>FICA</i>	-2.0%	1.1%	5.8%	5.2%	5.3%
	<i>Health/Medical</i>	0.7%	0.0%	0.0%	0.0%	0.0%
	<i>Group Life</i>	4.1%	0.0%	0.0%	0.0%	0.0%
	<i>Group Legal</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	<i>Tool Allowance</i>	0.0%	0.0%	0.0%	0.0%	0.0%
	<i>Flex Cash Payments</i>	13.9%	10.4%	9.4%	8.7%	6.9%
Class 200	Purchase of Services	0.0%	0.0%	0.0%	0.0%	0.0%
Class 3/400	Materials, Supplies & Equipment	0.0%	0.0%	0.0%	0.0%	0.0%
Class 500	Contributions, Indemnities & Taxes	0.0%	0.0%	0.0%	0.0%	0.0%
Class 700	Debt Service	See Schedule of Long Term Obligations				
Class 800	Payments to Other Funds	0.0%	0.0%	0.0%	0.0%	0.0%
Class 900	Advances & Misc. Payments	N.A.	N.A.	N.A.	N.A.	N.A.

Note 1: The above Personal Services assumptions do not include the amount set aside in the Civil Service Commission budget for potential future labor obligations.

Note 2: Obligation levels in the current plan have been established for most departments and cost centers based upon specific issues concerning desired service levels, management and productivity initiatives underway, anticipated competitive contracting issues, existing and anticipated contractual obligations, and a host of other factors. The growth assumptions set forth above provide only the underlying foundations for the specific proposed obligation levels which have been established for departments in the current plan.

GENERAL FUND FULL TIME POSITIONS

City of Philadelphia

Fiscal Year 2020 Operating Budget

FY 2020-2024 Five Year Plan

General Fund Full-Time Positions

Department	Filled Positions 6/30/18	FY19 Adopted Budget	November 2018 Increment	FY20 Proposed Budget	FY21 Proposed Budget	FY22 Proposed Budget	FY23 Proposed Budget	FY24 Proposed Budget
Atwater Kent Museum	4	0	0	0	0	0	0	0
Auditing	116	134	127	134	134	134	134	134
Board of Ethics	10	12	9	12	12	12	12	12
Board of Revision of Taxes	11	15	14	15	15	15	15	15
City Commissioners	100	105	98	105	105	105	105	105
City Council	192	195	191	208	208	208	208	208
City Representative	9	9	9	10	10	10	10	10
City Treasurer	15	16	15	19	19	19	19	19
Civil Service Commission	2	2	2	2	2	2	2	2
Commerce	31	32	49	54	54	54	54	54
<i>District Attorney Civilian</i>	<i>416</i>	<i>470</i>	<i>456</i>	<i>470</i>	<i>470</i>	<i>470</i>	<i>470</i>	<i>470</i>
<i>District Attorney Uniform</i>	<i>39</i>	<i>43</i>	<i>38</i>	<i>43</i>	<i>43</i>	<i>43</i>	<i>43</i>	<i>43</i>
District Attorney - Total	455	513	494	513	513	513	513	513
Finance	115	123	114	124	124	124	124	124
<i>Fire Civilian</i>	<i>119</i>	<i>141</i>	<i>111</i>	<i>170</i>	<i>170</i>	<i>170</i>	<i>170</i>	<i>170</i>
<i>Fire Uniform</i>	<i>2,392</i>	<i>2,531</i>	<i>2,434</i>	<i>2,534</i>	<i>2,534</i>	<i>2,654</i>	<i>2,654</i>	<i>2,654</i>
Fire - Total	2,511	2,672	2,545	2,704	2,704	2,824	2,824	2,824
First Judicial District	1,867	1,841	1,850	1,850	1,850	1,850	1,850	1,850
Fleet Management	281	306	286	310	310	310	310	310
Free Library	649	692	637	737	737	737	737	737
Human Relations Commission	32	34	31	35	35	35	35	35
Human Services	517	460	395	437	437	437	437	437
Labor	20	23	21	30	30	30	30	30
Law	121	129	118	133	133	133	133	133
Licenses & Inspections	396	429	376	446	446	446	446	446
L&I-Board of Building Standards	1	1	1	1	1	1	1	1
L&I-Board of L & I Review	2	2	2	2	2	2	2	2
Managing Director	307	312	302	344	344	344	344	344
Mayor	41	53	50	59	59	59	59	59
Mayor - Office of the Chief Administrative Officer	58	64	58	76	76	76	76	76

Department	Filled Positions 6/30/18	FY19 Adopted Budget	November 2018 Increment	FY20 Proposed Budget	FY21 Proposed Budget	FY22 Proposed Budget	FY23 Proposed Budget	FY24 Proposed Budget
Mayor - Office of Education	33	36	28	47	50	50	50	50
Mayor's Office of Community Empowerment and Opportunity	2	0	0	0	0	0	0	0
Mural Arts Program	11	12	11	12	12	12	12	12
Office of Arts and Culture	5	5	8	8	8	8	8	8
Office of Behavioral Health and Intellectual disAbility	16	16	15	23	23	23	23	23
Office of Human Resources	78	85	79	86	86	86	86	86
Office of Innovation & Technology	284	293	271	315	315	315	315	315
Office of Inspector General	19	21	19	21	21	21	21	21
Office of Property Assessment	193	225	194	251	251	251	251	251
Office of Homeless Services	150	157	148	160	160	160	160	160
Office of Sustainability	9	8	10	9	9	9	9	9
Parks & Recreation	629	750	636	759	759	759	759	759
Planning & Development	49	58	56	62	62	62	62	62
<i>Police Civilian</i>	776	846	807	868	868	868	868	868
<i>Police Uniform</i>	6,396	6,525	6,460	6,575	6,575	6,575	6,575	6,575
Police - Total	7,172	7,371	7,267	7,443	7,443	7,443	7,443	7,443
Prisons	2,177	2,325	2,160	2,160	2,160	2,160	2,160	2,160
Procurement	46	50	44	50	50	50	50	50
Public Health	711	834	738	834	834	834	834	834
Public Property	135	150	139	149	164	164	164	164
Records	57	59	57	59	59	59	59	59
Register of Wills	71	70	70	70	70	70	70	70
Revenue	414	437	405	458	458	458	458	458
Sheriff	364	410	359	428	428	428	428	428
Streets	1,738	1,912	1,772	1,976	1,976	1,976	1,976	1,976
TOTAL GENERAL FUND	22,226	23,458	22,280	23,740	23,758	23,878	23,878	23,878

Note: The Adopted and Proposed Budget position counts represent the maximum level of positions during the year. Attrition lowers the position count.

CASH FLOW REQUIREMENTS

CASH FLOW PROJECTIONS

OFFICE OF THE DIRECTOR OF FINANCE

GENERAL FUND - FY2019

Projection as of January 31, 2019

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	Total	Accrued	Not Accrued	Estimated Revenues
REVENUES																
Real Estate Tax	8.7	9.5	6.5	6.7	5.4	22.3	52.2	355.2	143.5	30.9	15.8	3.4	660.0			660.0
Total Wage, Earnings, Net Profits	142.8	119.6	122.3	145.1	113.4	119.1	170.3	125.3	142.4	167.0	134.4	123.5	1625.2	(16.9)		1608.2
Realty Transfer Tax	38.0	30.7	20.0	29.2	22.6	26.3	25.3	20.8	24.7	26.4	28.7	30.4	323.0			323.0
Sales Tax	25.9	27.8	14.7	13.3	14.4	13.3	12.9	15.6	13.9	12.3	17.9	28.4	210.4			210.4
Business Income & Receipts Tax	5.6	2.3	15.8	16.7	1.3	12.8	27.2	5.1	42.5	270.5	46.8	7.5	454.2			454.2
Beverage Tax	7.1	6.5	6.6	6.6	7.0	5.6	6.2	6.0	5.6	6.7	6.4	6.5	76.6			76.6
Other Taxes	10.9	14.6	9.4	10.3	11.4	9.2	11.3	9.2	9.6	13.2	10.3	9.6	129.2			129.2
Locally Generated Non-tax	27.0	28.3	27.5	22.7	30.8	22.2	32.2	23.0	26.2	23.4	27.6	25.0	315.8			315.8
Total Other Governments	3.3	63.5	80.2	53.9	23.8	7.2	7.7	12.7	13.2	11.7	12.1	14.0	303.3	12.6		315.9
Total PICA Other Governments	34.1	41.6	25.4	36.8	49.8	38.6	39.4	28.9	54.3	44.7	44.4	38.7	476.7			476.7
Interfund Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	28.1	28.1		44.8	72.9
Total Current Revenue	303.4	344.3	328.3	341.2	279.9	276.8	384.8	601.7	475.9	606.7	344.4	315.0	4602.5	(4.3)	44.8	4643.0
Collection of prior year(s) revenue	32.3	23.3	16.4	10.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	82.7			
Other fund balance adjustments																
TOTAL CASH RECEIPTS	335.7	367.6	344.7	351.9	279.9	276.8	384.8	601.7	475.9	606.7	344.4	315.0	4685.2			

	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
EXPENSES AND OBLIGATIONS																
Payroll	73.4	186.7	138.4	144.4	129.4	130.7	202.3	133.8	133.9	133.9	146.9	135.3	1689.0	67.2	3.5	1759.7
Employee Benefits	47.8	48.5	49.6	51.5	48.9	66.8	47.0	53.5	58.8	53.8	53.5	59.9	639.7	18.7	0.5	658.9
Pension	3.7	(5.7)	4.2	69.6	(5.5)	(2.3)	(5.3)	(3.1)	494.0	113.1	(2.0)	(2.5)	658.2	58.5		716.7
Purchase of Services	38.0	55.6	55.4	63.1	84.9	62.9	55.7	58.3	83.0	80.5	72.3	92.2	802.0	24.8	127.7	954.5
Materials, Equipment	3.6	3.8	8.0	7.1	4.2	5.6	5.6	6.8	9.0	8.7	8.2	10.8	81.3	8.1	32.3	121.7
Contributions, Indemnities	16.7	5.5	56.3	5.6	15.8	48.2	4.7	2.8	55.6	4.8	4.1	62.1	282.1			282.1
Debt Service-Short Term	0.0	0.0	0.1	0.0	0.0	0.0	0.1	0.0	0.0	0.0	0.0	1.9	2.2			2.2
Debt Service-Long Term	111.0	0.5	0.0	0.0	10.1	7.2	29.2	0.0	0.6	0.1	0.1	8.5	167.3			167.3
Interfund Charges	3.8	0.0	0.0	0.0	2.6	0.0	19.1	2.8	0.0	3.6	0.5	25.4	57.8	29.1		86.9
Advances & Misc. Pmts. / Labor Obligations	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.7	10.7	10.7	10.7	10.7	53.6			53.6
Current Year Appropriation	298.0	294.8	312.0	341.4	290.4	319.0	358.5	265.5	845.6	409.3	294.3	404.3	4433.2	206.3	164.0	4803.5
Prior Yr. Expenditures against Encumbrances	39.1	25.7	17.8	11.6	5.4	5.6	8.0	6.3	4.1	3.7	1.6	1.8	130.6			
Prior Yr. Salaries & Vouchers Payable	90.5	27.8	(36.1)	144.2	21.3	1.2	(9.5)	9.5	0.0	0.0	0.0	0.0	248.9			
TOTAL DISBURSEMENTS	427.6	348.2	293.7	497.2	317.1	325.8	357.0	281.3	849.7	413.0	295.9	406.1	4812.7			
Excess (Def) of Receipts over Disbursements	(91.9)	19.4	51.0	(145.4)	(37.2)	(49.0)	27.7	320.4	(373.8)	193.7	48.5	(91.1)				
Opening Balance	768.9	677.1	696.4	747.4	602.0	564.8	515.8	543.5	863.9	490.2	683.9	732.4				
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				
CLOSING BALANCE	677.1	696.4	747.4	602.0	564.8	515.8	543.5	863.9	490.2	683.9	732.4	641.4				

CASH FLOW PROJECTIONS
CONSOLIDATED CASH - ALL FUNDS - FY2019
Projection as of January 31, 2019

OFFICE OF THE DIRECTOR OF FINANCE

	Amounts in Millions											
	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 28	March 31	April 30	May 31	June 30
General	677.1	696.4	747.4	602.0	564.8	515.8	543.5	863.9	490.2	683.9	732.4	641.4
Grants Revenue	24.4	84.5	35.8	77.9	(14.3)	(83.6)	(41.2)	(171.4)	(185.4)	(180.3)	(179.0)	(144.7)
Community Development	(4.5)	(9.8)	(7.6)	(7.9)	(4.1)	(7.8)	(9.6)	(5.2)	(4.7)	(1.0)	(0.4)	(7.1)
Vehicle Rental Tax	5.8	6.4	0.1	0.6	1.2	1.7	2.1	4.1	4.4	4.9	5.3	6.0
Hospital Assessment Fund	17.4	17.5	25.9	18.1	17.8	45.8	19.1	11.2	20.1	11.6	31.4	13.3
Housing Trust Fund	35.5	35.6	36.7	36.1	36.5	36.6	56.5	56.8	57.2	57.5	58.4	57.5
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	20.0
Other Funds	8.5	9.4	8.8	8.6	8.9	8.7	8.9	8.2	7.7	7.8	7.8	7.5
TOTAL OPERATING FUNDS	764.2	840.0	847.1	735.5	610.7	517.2	579.3	767.6	389.5	584.3	655.9	593.9
Capital Improvement	174.4	158.1	152.1	136.7	132.2	116.3	102.0	89.5	77.0	64.5	52.0	39.5
Industrial & Commercial Dev.	9.9	9.9	9.9	9.9	9.9	9.9	10.0	10.0	10.0	10.0	10.0	10.0
TOTAL CAPITAL FUNDS	184.3	168.0	162.0	146.6	142.2	126.2	111.9	99.4	86.9	74.4	62.0	49.5
TOTAL FUND EQUITY	948.4	1008.0	1009.1	882.1	752.8	643.4	691.2	867.1	476.4	658.7	717.9	643.4

CASH FLOW PROJECTIONS
GENERAL FUND - FY2020

OFFICE OF THE DIRECTOR OF FINANCE

Projection	Amounts in Millions												Total	Accrued	Not Accrued	Estimated Revenues
	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 29	March 31	April 30	May 31	June 30				
REVENUES																
Real Estate Tax	10.8	10.0	9.0	9.0	8.4	19.8	59.0	376.1	152.1	32.6	16.7	9.4	712.8			712.8
Total Wage, Earnings, Net Profits	143.0	127.0	123.2	145.3	131.4	121.5	170.1	131.2	148.0	169.9	138.2	123.1	1671.9			1671.9
Realty Transfer Tax	32.5	27.9	25.5	26.3	24.8	25.9	27.5	21.0	26.2	27.7	29.9	32.3	327.4			327.4
Sales Tax	25.9	27.8	16.1	13.9	15.4	13.9	13.4	16.5	13.5	11.8	24.6	28.4	221.0	1.9		222.9
Business Income & Receipts Tax	4.8	4.9	16.9	15.8	1.6	8.3	16.9	4.8	54.1	266.5	73.5	9.0	477.1			477.1
Beverage Tax	7.0	6.4	6.5	6.5	7.0	5.6	6.1	5.9	5.5	6.6	6.3	6.4	75.9			75.9
Other Taxes	10.8	13.3	10.9	10.4	10.7	10.4	10.3	10.9	10.1	13.8	10.8	10.0	132.4			132.4
Locally Generated Non-tax	29.7	30.3	28.0	27.9	27.0	26.3	30.5	27.7	30.6	31.1	29.8	31.3	350.2			350.2
Total Other Governments	4.5	71.2	90.6	61.5	28.2	8.2	9.3	14.5	15.1	13.3	14.0	16.6	347.0			347.0
Total PICA Other Governments	33.8	37.9	39.3	30.5	45.3	30.8	47.0	45.2	47.8	50.2	61.3	30.2	499.3			499.3
Interfund Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	25.5	25.5		55.5	81.0
Total Current Revenue	302.8	356.5	365.9	347.1	299.8	270.6	390.1	653.8	503.1	623.5	405.2	322.2	4840.5	1.9	55.5	4897.9
Collection of prior year(s) revenue	24.7	8.7	2.4	9.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	44.8			
Other fund balance adjustments																
TOTAL CASH RECEIPTS	327.4	365.2	368.3	356.1	299.8	270.6	390.1	653.8	503.1	623.5	405.2	322.2	4885.3			

	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 29	March 31	April 30	May 31	June 30	Total	Vouchers Payable	Encumbrances	Estimated Obligations
EXPENSES AND OBLIGATIONS																
Payroll	90.1	196.4	140.9	136.5	149.6	136.5	196.4	135.8	136.5	136.5	149.6	140.9	1745.4	67.2	4.2	1816.8
Employee Benefits	33.3	72.7	52.2	50.5	55.4	50.5	72.7	50.3	50.5	50.5	55.4	52.2	646.3	16.1	0.5	662.9
Pension	3.7	(5.7)	4.2	69.6	(5.5)	(2.3)	(5.3)	(2.7)	632.8	(3.0)	(2.2)	(1.8)	681.8	64.8		746.6
Purchase of Services	41.6	43.6	76.3	105.4	60.0	78.7	56.4	58.0	82.6	79.8	76.4	71.1	830.0	26.4	131.8	988.2
Materials, Equipment	4.4	5.5	12.1	10.4	7.7	8.4	8.4	7.6	9.0	8.7	8.1	11.0	101.4	3.0	18.4	122.8
Contributions, Indemnities	15.5	5.5	64.6	9.5	12.6	58.9	6.0	11.6	56.6	5.0	2.6	64.1	312.6			312.6
Debt Service-Short Term	0.0	0.0	0.1	0.0	0.0	0.0	0.1	0.0	0.0	0.0	0.0	5.8	6.1			6.1
Debt Service-Long Term	39.9	93.8	10.6	0.2	0.2	0.2	7.1	28.5	0.4	0.2	0.2	0.2	181.4			181.4
Interfund Charges	3.2	15.5	0.0	0.0	0.0	13.3	0.2	3.2	0.0	4.2	0.5	40.4	80.5	22.0		102.5
Advances & Misc. Pmts. / Labor Obligations	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	55.1			55.1
Current Year Appropriation	236.4	431.9	365.5	386.8	284.6	348.9	346.6	296.9	973.1	286.5	295.2	388.5	4640.7	199.4	155.0	4995.1
Prior Yr. Expenditures against Encumbrances	57.5	32.8	21.7	12.8	7.0	4.5	10.1	6.5	4.2	3.8	1.6	1.7	164.0			
Prior Yr. Salaries & Vouchers Payable	99.0	20.6	0.0	86.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	206.3			
TOTAL DISBURSEMENTS	392.9	485.4	387.2	486.2	291.6	353.3	356.7	303.3	977.2	290.3	296.8	390.1	5011.0			
Excess (Def) of Receipts over Disbursements	(65.5)	(120.2)	(18.9)	(130.1)	8.1	(82.7)	33.5	350.4	(474.2)	333.2	108.4	(68.0)				
Opening Balance	641.4	575.9	455.8	436.9	306.8	315.0	382.3	415.8	766.2	292.0	625.3	583.7				
TRAN	0.0	0.0	0.0	0.0	0.0	150.0	0.0	0.0	0.0	0.0	(150.0)	0.0				
CLOSING BALANCE	575.9	455.8	436.9	306.8	315.0	382.3	415.8	766.2	292.0	625.3	583.7	515.7				

CASH FLOW PROJECTIONS
CONSOLIDATED CASH - ALL FUNDS - FY2020

OFFICE OF THE DIRECTOR OF
FINANCE

Projection	Amounts in Millions											
	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 29	March 31	April 30	May 31	June 30
General	575.9	455.8	436.9	306.8	315.0	382.3	415.8	766.2	292.0	625.3	583.7	515.7
Grants Revenue	(90.2)	(19.0)	(42.0)	(98.3)	(149.0)	(212.2)	(138.9)	(184.1)	(210.1)	(202.6)	(184.7)	(125.7)
Community Development	(7.6)	(7.1)	(5.6)	(3.8)	(4.3)	(4.8)	(6.5)	(5.2)	(4.7)	(1.0)	(0.4)	(6.5)
Vehicle Rental Tax	6.6	7.2	2.0	2.4	2.9	3.3	3.7	4.1	4.4	4.9	5.3	5.8
Hospital Assessment Fund	12.1	14.5	24.6	11.6	11.4	20.1	12.2	11.2	20.1	11.6	31.4	13.8
Housing Trust Fund	37.8	38.3	38.9	38.3	39.9	54.3	53.2	53.4	53.3	53.2	53.5	52.7
Budget Stabilization Fund	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	54.1
Other Funds	8.5	9.4	8.8	8.6	8.9	8.7	8.9	8.2	7.7	7.8	7.8	7.5
TOTAL OPERATING FUNDS	563.1	519.2	483.5	285.6	244.9	271.9	368.5	673.7	182.7	519.1	516.6	517.4
Capital Improvement	23.6	378.5	362.6	346.7	330.8	319.3	307.8	296.3	284.8	273.3	261.8	250.3
Industrial & Commercial Dev.	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
TOTAL CAPITAL FUNDS	33.6	388.5	372.6	356.7	340.8	329.3	317.8	306.3	294.8	283.3	271.8	260.3
TOTAL FUND EQUITY	596.7	907.7	856.1	642.3	585.7	601.2	686.3	980.0	477.5	802.4	788.4	777.8

ENTERPRISE FUNDS: AVIATION AND WATER

Aviation Fund Five Year Financial Plan Fiscal Years 2020 - 2024 All Departments

	FY2019 Estimate	FY2020	FY2021	FY2022	FY2023	FY2024
Revenues						
Locally Generated Non-Tax	\$ 426,485,000	\$ 462,043,000	\$ 489,766,000	\$ 519,152,000	\$ 545,110,000	\$ 572,366,000
Passenger Facility Charges	33,075,000	35,754,000	36,754,000	37,754,000	38,754,000	39,754,000
Revenue from Other Governments	2,695,000	2,913,000	3,000,000	3,090,000	3,183,000	3,278,000
Revenue from Other Funds of the City	1,420,000	1,527,000	1,565,000	1,604,000	1,644,000	1,685,000
Total Revenues	\$ 463,675,000	\$ 502,237,000	\$ 531,085,000	\$ 561,600,000	\$ 588,691,000	\$ 617,083,000
Obligations						
100 - Personal Services	\$ 81,152,175	\$ 86,675,786	\$ 88,409,000	\$ 90,177,000	\$ 91,981,000	\$ 93,821,000
100 - Employee Benefits	64,314,886	66,061,224	67,382,000	68,730,000	70,105,000	71,507,000
200 - Purchase of Services	138,340,589	139,191,589	140,584,000	141,990,000	143,410,000	144,844,000
300 - Materials & Supplies	8,972,043	9,342,900	9,436,000	9,530,000	9,625,000	9,721,000
400 - Equipment	8,521,486	8,189,000	8,271,000	8,354,000	8,438,000	8,522,000
500 - Contrib., Indemnities & Taxes	8,812,000	8,812,000	8,900,000	8,989,000	9,079,000	9,170,000
700 - Debt Service	163,801,936	134,825,501	137,522,000	140,272,000	143,077,000	145,939,000
800 - Payments to Other Funds						
Payments to General Fund	4,123,000	4,023,000	4,063,000	4,104,000	4,145,000	4,186,000
Payments to Water Fund	5,000,000	5,000,000	5,050,000	5,101,000	5,152,000	5,204,000
Payments to Capital Fund	14,900,000	11,000,000	11,110,000	11,221,000	11,333,000	11,446,000
<i>Total Payments to Other Funds</i>	24,023,000	20,023,000	20,223,000	20,426,000	20,630,000	20,836,000
900 - Advances & Misc. Payments	-	-	-	-	-	-
Total Obligations, All Departments	\$ 497,938,115	\$ 473,121,000	\$ 480,727,000	\$ 488,468,000	\$ 496,345,000	\$ 504,360,000
Fund Balance from Prior Year	143,069,000	123,805,885	167,921,885	233,279,885	321,411,885	428,757,885
Commitments Cancelled	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Ending Fund Balance	\$ 123,805,885	\$ 167,921,885	\$ 233,279,885	\$ 321,411,885	\$ 428,757,885	\$ 556,480,885

Water Fund

TABLE 1

PROJECTED REVENUE AND REVENUE REQUIREMENTS
(in thousands of dollars)

Line No.	Description	2019	2020	2021	2022	2023	2024	2025
OPERATING REVENUE								
1	Water Service - Existing Rates	282,998	281,665	279,030	276,520	274,051	271,596	269,304
2	Wastewater Service - Existing Rates	436,704	441,812	440,722	437,405	433,780	431,496	429,815
3	Total Service Revenue - Existing Rates	719,703	723,477	719,752	713,925	707,831	703,092	699,119
Additional Service Revenue Required								
	Year	Percent Increase	Months Effective					
4	FY 2021	8.50%	10	50,020	60,684	60,166	59,763	59,425
5	FY 2022	6.70%	10		42,432	51,456	51,111	50,822
6	FY 2023	6.70%	10			44,889	54,536	54,228
7	FY 2024	4.10%	10				29,114	35,407
8	FY 2025	4.10%	10					30,136
9	Total Additional Service Revenue Required	0	0	50,020	103,116	156,510	194,523	230,018
10	Total Water & Wastewater Service Revenue	719,703	723,477	769,772	817,041	864,341	897,615	929,137
Other Income (a)								
11	Other Operating Revenue	17,215	14,142	11,167	11,071	10,975	10,604	10,544
12	Operating Fund Interest Income	409	371	435	455	461	492	463
13	Rate Stabilization Interest Income	690	604	538	545	546	564	565
14	Total Revenues	738,017	738,593	781,911	829,112	876,324	909,275	940,709
OPERATING EXPENSES								
15	Water & Wastewater Operations	(297,655)	(305,483)	(313,762)	(322,222)	(330,506)	(339,040)	(347,832)
16	Direct Interdepartmental Charges	(201,602)	(202,071)	(208,219)	(214,411)	(220,560)	(227,152)	(233,991)
17	Total Operating Expenses	(499,257)	(507,554)	(521,981)	(536,632)	(551,066)	(566,192)	(581,823)
NET REVENUES								
18	Transfer From/(To) Rate Stabilization Fund	10,300	33,100	(200)	(3,400)	2,700	(11,700)	11,600
19	NET REVENUES (L14 +L17+L18)	249,060	264,139	259,730	289,080	327,958	331,383	370,486
DEBT SERVICE								
Senior Debt Service Revenue Bonds								
20	Outstanding Bonds	(176,140)	(164,217)	(142,398)	(132,668)	(131,955)	(107,445)	(107,512)
21	Pennvest Parity Bonds	(10,684)	(10,638)	(10,638)	(10,638)	(10,638)	(10,638)	(10,638)
22	Projected Future Bonds	(4,731)	(28,322)	(46,722)	(79,062)	(109,613)	(136,764)	(166,817)
23	Total Senior Debt Service	(191,555)	(203,176)	(199,757)	(222,368)	(252,205)	(254,846)	(284,967)
24	TOTAL SENIOR DEBT SERVICE COVERAGE (L19/L23)	1.30 x	1.30 x	1.30 x	1.30 x	1.30 x	1.30 x	1.30 x

TABLE 1 (Continued)

PROJECTED REVENUE AND REVENUE REQUIREMENTS
(in thousands of dollars)

Line No.	Description	2019	2020	2021	2022	2023	2024	2025
	Subordinate Debt Service							
	Outstanding General Obligation							
25	Bonds	0	0	0	0	0	0	0
26	Pennvest Subordinate Bonds	0	0	0	0	0	0	0
27	Total Subordinate Debt Service	0	0	0	0	0	0	0
28	Transfer to Escrow	0	0	0	0	0	0	0
	Total Debt Service on Bonds Plus							
29	Transfer to Escrow	(191,555)	(203,176)	(199,757)	(222,368)	(252,205)	(254,846)	(284,967)
30	CAPITAL ACCOUNT DEPOSIT	(23,972)	(24,787)	(38,445)	(39,752)	(41,104)	(42,502)	(43,947)
31	TOTAL COVERAGE (L19/(L23+L27+L30))	1.15 x	1.15 x	1.09 x	1.10 x	1.11 x	1.11 x	1.12 x
	RESIDUAL FUND							
32	Beginning of Year Balance	15,030	15,023	15,058	15,046	15,066	15,075	15,071
33	Interest Income	60	60	60	60	60	60	60
	Plus:							
34	End of Year Revenue Fund Balance	33,532	36,175	21,528	26,960	34,649	34,036	41,573
35	Deposit for Transfer to City General Fund (b)	1,500	1,514	1,563	1,717	1,869	2,021	2,243
	Less:							
36	Transfer to Construction Fund	(33,600)	(36,200)	(21,600)	(27,000)	(34,700)	(34,100)	(41,700)
37	Transfer to City General Fund	(1,500)	(1,514)	(1,563)	(1,717)	(1,869)	(2,021)	(2,243)
38	Transfer to Debt Service Reserve Fund	0	0	0	0	0	0	0
39	End of Year Balance	15,023	15,058	15,046	15,066	15,075	15,071	15,004

(a) Includes other operating and nonoperating income, including interest income on funds and accounts transferable to the Revenue Fund.

(b) Transfer of interest earnings from the Debt Reserve Account to the Residual Fund as shown in Line 35 to satisfy the requirements for the Transfer to the City General Fund.

DEBT SERVICE

Sinking Fund Commission General Fund Operating Budget Estimates FY 2020-2024 Five Year Plan

<u>Description</u>	<u>FY 19</u> <u>Estimate</u>	<u>FY 20</u> <u>Estimate</u>	<u>FY 21</u> <u>Estimate</u>	<u>FY 22</u> <u>Estimate</u>	<u>FY 23</u> <u>Estimate</u>	<u>FY 24</u> <u>Estimate</u>
<u>Purchase of Services - Class 200</u>						
Long Term Leases	\$ 125,536,378	\$ 109,222,498	\$ 116,331,057	\$ 121,262,323	\$ 126,368,869	\$ 125,868,393
Total - Class 200	\$ 125,536,378	\$ 109,222,498	\$ 116,331,057	\$ 121,262,323	\$ 126,368,869	\$ 125,868,393
<u>Debt Service - Class 700</u>						
Interest on City Debt - Long Term	\$ 78,938,364	\$ 85,890,789	\$ 92,530,684	\$ 101,500,621	\$ 109,431,472	\$ 117,997,621
Principal on City Debt - Long Term	82,000,000	94,195,000	88,505,000	102,985,000	109,425,000	124,935,000
Interest on City Debt - Short Term	4,500,000	4,113,730	4,875,000	5,625,000	6,375,000	7,125,000
Sinking Fund Reserve Payments	1,337,262	1,337,800	1,336,288	1,337,725	1,336,856	1,333,200
Commitment Fee Expense	2,520,500	1,620,500	1,813,500	2,996,500	1,996,500	1,996,500
Arbitrage Payments	200,000	325,000	400,000	400,000	400,000	400,000
Total - Class 700	\$ 169,496,126	\$ 187,482,819	\$ 189,460,472	\$ 214,844,846	\$ 228,964,828	\$ 253,787,321
Total - All Classes	\$ 295,032,504	\$ 296,705,317	\$ 305,791,529	\$ 336,107,169	\$ 355,333,697	\$ 379,655,714

FIVE YEAR OBLIGATION SUMMARY BY DEPARTMENT

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: ART MUSEUM SUBSIDY								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	2,550,500	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	2,550,500	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: ATWATER KENT MUSEUM								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	256,771	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	50,000	250,000	250,000	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	306,771	250,000	250,000	0	0	0	0	0

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: AUDITING								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	8,324,348	8,370,558	8,687,295	8,862,100	8,862,100	8,862,100	8,862,100	8,862,100
Class 200 - Contracts / Leases	418,276	497,450	497,450	497,450	497,450	497,450	497,450	497,450
Class 300/400 - Supplies, Equipment	19,630	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	8,762,254	8,893,008	9,209,745	9,384,550	9,384,550	9,384,550	9,384,550	9,384,550

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: BOARD OF ETHICS								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	942,040	964,792	988,971	1,041,630	1,041,630	1,041,630	1,041,630	1,041,630
Class 200 - Contracts / Leases	27,850	96,000	96,000	52,500	52,500	52,500	52,500	52,500
Class 300/400 - Supplies, Equipment	4,454	14,000	14,000	7,500	7,500	7,500	7,500	7,500
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	974,344	1,074,792	1,098,971	1,101,630	1,101,630	1,101,630	1,101,630	1,101,630

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: BOARD OF REVISION OF TAXES								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	904,051	945,976	1,012,795	962,864	962,864	962,864	962,864	962,864
Class 200 - Contracts / Leases	33,238	85,200	42,900	75,200	75,200	75,200	75,200	75,200
Class 300/400 - Supplies, Equipment	15,242	15,727	15,727	22,727	22,727	22,727	22,727	22,727
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	952,531	1,046,903	1,071,422	1,060,791	1,060,791	1,060,791	1,060,791	1,060,791

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: CITY COMMISSIONERS								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	5,524,532	5,926,203	6,001,999	6,633,233	6,133,233	6,133,233	6,133,233	6,133,233
Class 200 - Contracts / Leases	3,790,884	3,884,061	3,884,061	5,011,061	4,490,061	4,340,061	4,340,061	4,445,061
Class 300/400 - Supplies, Equipment	541,610	541,617	3,867,417	572,617	572,617	541,617	541,617	572,617
Class 500 - Indemnities / Contributions	267,500	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	10,124,526	10,351,881	13,753,477	12,216,911	11,195,911	11,014,911	11,014,911	11,150,911

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: CITY COUNCIL								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	13,909,585	14,824,858	15,227,138	15,227,138	15,227,138	15,227,138	15,227,138	15,227,138
Class 200 - Contracts / Leases	2,094,604	1,921,885	2,101,885	1,971,885	1,971,885	1,971,885	1,971,885	1,971,885
Class 300/400 - Supplies, Equipment	522,619	478,650	478,650	528,650	528,650	528,650	528,650	528,650
Class 500 - Indemnities / Contributions	432,268	100	100	100	100	100	100	100
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	100	100	100	100	100	100	100
Class 900 - Advances / Misc. Payments	0	100	100	100	100	100	100	100
Total	16,959,076	17,225,693	17,807,973	17,727,973	17,727,973	17,727,973	17,727,973	17,727,973

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: CITY REPRESENTATIVE								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	631,584	704,470	769,509	795,916	795,916	795,916	795,916	795,916
Class 200 - Contracts / Leases	461,959	399,779	399,779	399,779	399,779	399,779	399,779	399,779
Class 300/400 - Supplies, Equipment	23,294	54,000	54,000	54,000	54,000	54,000	54,000	54,000
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	1,116,837	1,158,249	1,223,288	1,249,695	1,249,695	1,249,695	1,249,695	1,249,695

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: CITY TREASURER								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	1,064,446	1,046,647	1,080,056	1,262,499	1,262,499	1,262,499	1,262,499	1,262,499
Class 200 - Contracts / Leases	100,862	623,444	623,444	198,444	123,444	123,444	123,444	123,444
Class 300/400 - Supplies, Equipment	12,166	22,224	22,224	22,224	22,224	22,224	22,224	22,224
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	1,177,474	1,692,315	1,725,724	1,483,167	1,408,167	1,408,167	1,408,167	1,408,167

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: CIVIL SERVICE COMMISSION								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	163,743	167,462	170,997	174,341	174,341	174,341	174,341	174,341
Class 200 - Contracts / Leases	29,500	29,500	29,500	29,500	29,500	29,500	29,500	29,500
Class 300/400 - Supplies, Equipment	220	1,094	1,094	1,094	1,094	1,094	1,094	1,094
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	193,463	198,056	201,591	204,935	204,935	204,935	204,935	204,935

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: CIVIL SERVICE COMMISSION - PROVISIONS FOR FUTURE LABOR AGREEMENTS								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	16,447,372	0	0	20,000,000	30,000,000	40,000,000	50,000,000
Total	0	16,447,372	0	0	20,000,000	30,000,000	40,000,000	50,000,000

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: COMMERCE								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	2,114,325	2,120,079	3,044,944	3,517,381	3,517,381	3,517,381	3,517,381	3,517,381
Class 200 - Contracts / Leases	2,950,549	3,366,925	3,844,185	3,454,826	3,463,232	3,471,848	3,480,679	3,489,732
Class 300/400 - Supplies, Equipment	16,568	26,654	26,654	26,654	26,654	26,654	26,654	26,654
Class 500 - Indemnities / Contributions	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	5,581,442	6,013,658	7,415,783	7,498,861	7,507,267	7,515,883	7,524,714	7,533,767

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: COMMERCE - CONVENTION CENTER SUBSIDY								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: COMMERCE - ECONOMIC STIMULUS								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	2,854,448	2,397,004	1,242,883	3,671,624	1,171,624	1,171,624	1,171,624	1,171,624
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	2,854,448	2,397,004	1,242,883	3,671,624	1,171,624	1,171,624	1,171,624	1,171,624

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: DISTRICT ATTORNEY								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	32,249,281	37,168,476	36,608,378	34,416,343	34,416,343	34,416,343	34,416,343	34,416,343
Class 200 - Contracts / Leases	2,523,902	4,094,296	3,494,296	3,367,172	3,367,172	3,367,172	3,367,172	3,367,172
Class 300/400 - Supplies, Equipment	522,017	529,521	1,729,521	525,021	525,021	525,021	525,021	525,021
Class 500 - Indemnities / Contributions	225,000	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	35,520,200	41,792,293	41,832,195	38,308,536	38,308,536	38,308,536	38,308,536	38,308,536

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: FINANCE								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	6,963,917	7,765,535	8,044,694	9,084,313	9,084,313	9,084,313	9,084,313	9,084,313
Class 200 - Contracts / Leases	2,855,622	3,029,912	3,029,912	3,029,912	3,029,912	3,029,912	3,029,912	3,029,912
Class 300/400 - Supplies, Equipment	77,135	103,109	103,109	103,109	103,109	103,109	103,109	103,109
Class 500 - Indemnities / Contributions	4,366,897	4,525,000	4,525,000	3,570,000	3,510,000	2,560,000	3,510,000	4,010,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	30,000,000	8,366,704	28,889,704	27,785,000	14,623,000	13,690,000	15,331,000	22,368,000
Class 900 - Advances / Misc. Payments	0	1,000,000	0	0				
Total	44,263,571	24,790,260	44,592,419	43,572,334	30,350,334	28,467,334	31,058,334	38,595,334

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: FINANCE-FEDERAL FUNDING RESERVE								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	53,573,000	53,573,000	55,108,000	56,705,000	58,356,000	58,356,000	58,356,000
Total	0	53,573,000	53,573,000	55,108,000	56,705,000	58,356,000	58,356,000	58,356,000

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: FINANCE-DISABILITY-REG #32 PAYROLL								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	2,556,892	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	2,556,892	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: FINANCE - COMMUNITY COLLEGE SUBSIDY								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	30,409,207	32,409,207	32,409,207	33,759,207	33,759,207	33,759,207	33,759,207	33,759,207
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	30,409,207	32,409,207	32,409,207	33,759,207	33,759,207	33,759,207	33,759,207	33,759,207

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: FINANCE - EMPLOYEE BENEFITS								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Unemployment Comp. (0196)	3,492,886	4,080,260	4,080,260	4,080,260	4,080,260	4,080,260	4,080,260	4,080,260
Employee Disability (0187,0188)	56,011,219	61,799,849	61,799,849	69,844,607	72,809,986	75,901,266	79,123,792	82,483,137
Pension (0191)	607,875,436	561,418,620	561,418,620	584,663,838	595,903,869	606,249,336	619,369,608	629,681,943
Pension Obligation Bonds (0190)	110,159,328	110,077,649	110,077,649	110,158,479	110,158,479	110,158,479	110,158,479	110,158,479
FICA (0189,0192)	80,441,125	78,631,100	78,631,100	84,546,988	84,608,478	84,633,502	84,664,314	84,664,314
Health / Medical (0193)	418,230,169	481,764,702	500,175,375	489,978,550	495,485,260	524,199,261	551,420,554	580,441,819
Life (0194)	7,782,681	8,407,794	8,407,794	8,465,202	8,465,202	8,465,202	8,465,202	8,465,202
Group Legal (0195)	4,769,947	4,849,842	4,849,842	5,049,842	5,049,842	5,049,842	5,049,842	5,049,842
Tool Allowance (0197)	209,050	146,267	146,267	146,267	146,267	146,267	146,267	146,267
Flex Cash Payments (0186)	645,989	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Pension Relief - Sales Tax (0191)	24,202,319	48,262,124	45,202,397	51,462,969	56,829,345	62,151,195	67,560,424	72,203,932
Pension - Plan 10 (0198)	201,237	0	0	300,000	300,000	300,000	300,000	300,000
Total	1,314,021,386	1,360,238,207	1,375,589,153	1,409,497,002	1,434,636,988	1,482,134,610	1,531,138,742	1,578,475,195

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: FINANCE - BUDGET STABILIZATION								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	20,000,000	34,132,000	0	0	0	37,910,000
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	0	0	20,000,000	34,132,000	0	0	0	37,910,000

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: FINANCE - HERO AWARDS								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	2,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	2,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: FINANCE - INDEMNITIES								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	48,780,000	48,780,000	49,246,000	49,246,000	49,246,000	48,780,000	48,780,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	0	48,780,000	48,780,000	49,246,000	49,246,000	49,246,000	48,780,000	48,780,000

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: FINANCE - REFUNDS								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	10,202	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	10,202	250,000	250,000	250,000	250,000	250,000	250,000	250,000

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: FINANCE - SCHOOL DISTRICT CONTRIBUTION								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	104,348,281	180,870,541	180,870,541	214,006,410	244,128,558	258,503,201	261,602,590	264,741,821
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	104,348,281	180,870,541	180,870,541	214,006,410	244,128,558	258,503,201	261,602,590	264,741,821

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: FINANCE - WITNESS FEES								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	86,141	171,518	171,518	171,518	171,518	171,518	171,518	171,518
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	86,141	171,518	171,518	171,518	171,518	171,518	171,518	171,518

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: FIRE								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	244,026,657	263,307,745	268,369,652	273,324,292	275,247,664	281,549,698	286,773,306	288,988,898
Class 200 - Contracts / Leases	6,737,647	6,046,121	6,892,121	6,516,272	6,495,702	6,498,543	6,501,043	6,498,543
Class 300/400 - Supplies, Equipment	9,306,254	8,259,314	10,664,314	8,831,714	7,853,714	7,862,714	7,907,714	7,889,714
Class 500 - Indemnities / Contributions	626,727	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	7,866,000	0	8,259,300	9,235,000	9,882,000	10,574,000	11,315,000	12,108,000
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	268,563,285	277,613,180	294,185,387	297,907,278	299,479,080	306,484,955	312,497,063	315,485,155

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: FIRST JUDICIAL DISTRICT								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	98,343,914	98,844,666	102,019,947	104,792,068	104,792,068	104,792,068	104,792,068	104,792,068
Class 200 - Contracts / Leases	13,443,049	8,480,039	8,480,039	8,480,039	8,480,039	8,480,039	8,480,039	8,480,039
Class 300/400 - Supplies, Equipment	2,384,963	2,231,868	2,231,868	2,231,868	2,231,868	2,231,868	2,231,868	2,231,868
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	114,171,926	109,556,573	112,731,854	115,503,975	115,503,975	115,503,975	115,503,975	115,503,975

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: FLEET MANAGEMENT								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	17,532,835	18,539,450	18,703,682	19,416,871	19,524,871	19,524,871	19,524,871	19,524,871
Class 200 - Contracts / Leases	5,094,239	5,104,396	5,104,396	5,305,396	5,353,396	5,401,396	5,449,396	5,449,396
Class 300/400 - Supplies, Equipment	22,440,314	25,418,211	25,418,211	25,391,767	26,463,211	26,463,211	26,463,211	26,463,211
Class 500 - Indemnities / Contributions	15,616	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	45,083,004	49,062,057	49,226,289	50,114,034	51,341,478	51,389,478	51,437,478	51,437,478

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: FLEET MANAGEMENT - VEHICLE LEASE/PURCHASE								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	4,493,243	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	14,847,574	14,797,739	14,797,739	17,286,549	14,797,739	14,797,739	14,797,739	14,797,739
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	19,340,817	14,797,739	14,797,739	17,286,549	14,797,739	14,797,739	14,797,739	14,797,739

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: FREE LIBRARY								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	36,929,841	36,659,781	37,639,135	40,633,647	40,633,647	40,633,647	40,633,647	40,633,647
Class 200 - Contracts / Leases	2,155,734	2,324,077	2,324,077	2,824,077	2,824,077	2,824,077	2,824,077	2,824,077
Class 300/400 - Supplies, Equipment	2,301,398	2,302,659	2,302,659	2,302,659	2,302,659	2,302,659	2,302,659	2,302,659
Class 500 - Indemnities / Contributions	407,756	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	41,794,729	41,286,517	42,265,871	45,760,383	45,760,383	45,760,383	45,760,383	45,760,383

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: HUMAN RELATIONS COMMISSION								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	2,033,062	2,139,648	2,234,730	2,323,714	2,323,714	2,323,714	2,323,714	2,323,714
Class 200 - Contracts / Leases	34,598	34,657	34,657	34,657	34,657	34,657	34,657	34,657
Class 300/400 - Supplies, Equipment	11,971	28,031	28,031	28,031	28,031	28,031	28,031	28,031
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	2,079,631	2,202,336	2,297,418	2,386,402	2,386,402	2,386,402	2,386,402	2,386,402

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: HUMAN SERVICES								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	30,712,077	27,246,823	27,246,823	27,646,449	27,646,449	27,646,449	27,646,449	27,646,449
Class 200 - Contracts / Leases	76,253,919	82,756,805	82,756,805	86,248,594	86,931,930	87,493,589	86,445,250	86,445,250
Class 300/400 - Supplies, Equipment	1,644,282	2,069,970	2,069,970	2,069,970	2,069,970	2,069,970	2,069,970	2,069,970
Class 500 - Indemnities / Contributions	12,604	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	108,622,882	112,073,598	112,073,598	115,965,013	116,648,349	117,210,008	116,161,669	116,161,669

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: LABOR								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	1,425,750	1,562,009	1,829,166	2,021,091	2,021,091	2,021,091	2,021,091	2,021,091
Class 200 - Contracts / Leases	9,488	173,277	173,277	291,277	279,277	179,277	279,277	279,277
Class 300/400 - Supplies, Equipment	10,263	11,660	11,660	58,460	13,460	13,460	13,460	13,460
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	1,445,501	1,746,946	2,014,103	2,370,828	2,313,828	2,213,828	2,313,828	2,313,828

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: LAW								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	7,978,352	9,163,318	9,394,250	9,427,335	9,477,335	9,527,335	9,577,335	9,627,335
Class 200 - Contracts / Leases	6,598,386	6,423,170	6,423,170	6,409,034	6,309,034	6,409,034	6,409,034	6,409,034
Class 300/400 - Supplies, Equipment	223,774	248,676	248,676	248,676	248,676	248,676	248,676	248,676
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	14,800,512	15,835,164	16,066,096	16,085,045	16,035,045	16,185,045	16,235,045	16,285,045

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: LICENSES AND INSPECTIONS								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	22,292,655	23,144,341	23,116,155	24,987,209	24,987,209	24,987,209	24,987,209	24,987,209
Class 200 - Contracts / Leases	11,560,986	13,579,060	13,929,060	14,860,867	15,020,359	14,629,060	13,972,810	13,972,810
Class 300/400 - Supplies, Equipment	1,362,475	784,475	934,475	834,475	834,475	834,475	834,475	834,475
Class 500 - Indemnities / Contributions	184,263	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	35,400,379	37,507,876	37,979,690	40,682,551	40,842,043	40,450,744	39,794,494	39,794,494

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: L-I - BOARD OF BUILDING STANDARDS								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	67,339	75,419	78,574	80,366	80,366	80,366	80,366	80,366
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	67,339	75,419	78,574	80,366	80,366	80,366	80,366	80,366

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: L-I - BOARD OF L-I REVIEW								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	143,207	162,284	162,284	163,434	163,434	163,434	163,434	163,434
Class 200 - Contracts / Leases	9,928	10,436	10,436	10,436	10,436	10,436	10,436	10,436
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	153,135	172,720	172,720	173,870	173,870	173,870	173,870	173,870

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: MANAGING DIRECTOR								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	20,292,249	20,339,262	21,453,584	22,717,418	22,344,177	22,088,314	22,088,314	22,088,314
Class 200 - Contracts / Leases	22,118,399	25,421,862	28,942,469	30,349,921	29,927,488	31,599,067	31,871,569	31,692,583
Class 300/400 - Supplies, Equipment	845,743	872,013	1,061,855	1,092,881	1,041,881	1,026,881	1,026,881	1,026,881
Class 500 - Indemnities / Contributions	6,699	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	43,263,090	46,633,137	51,457,908	54,160,220	53,313,546	54,714,262	54,986,764	54,807,778

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: MANAGING DIRECTOR - LEGAL SERVICES								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	48,824,041	50,375,841	51,075,841	50,439,541	50,439,541	50,439,541	50,439,541	50,439,541
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	48,824,041	50,375,841	51,075,841	50,439,541	50,439,541	50,439,541	50,439,541	50,439,541

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: MAYOR								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	3,487,719	4,605,862	4,817,851	5,263,827	5,263,827	5,263,827	5,263,827	5,263,827
Class 200 - Contracts / Leases	590,976	682,465	682,465	684,965	659,965	659,965	659,965	659,965
Class 300/400 - Supplies, Equipment	17,765	27,841	27,841	34,841	32,841	32,841	32,841	32,841
Class 500 - Indemnities / Contributions	1,500	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	4,097,960	5,316,168	5,528,157	5,983,633	5,956,633	5,956,633	5,956,633	5,956,633

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: MAYOR - SCHOLARSHIPS								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	170,500	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	170,500	200,000	200,000	200,000	200,000	200,000	200,000	200,000

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: MAYOR'S OFFICE OF COMMUNITY EMPOWERMENT & OPPORTUNITY								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	233,263	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Class 200 - Contracts / Leases	1,913,500	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	2,146,763	90,000	90,000	90,000	90,000	90,000	90,000	90,000

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: MURAL ARTS PROGRAM								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	545,525	583,401	598,987	618,987	618,987	618,987	618,987	618,987
Class 200 - Contracts / Leases	1,375,615	1,450,615	1,485,615	1,730,615	1,730,615	1,730,615	1,730,615	1,730,615
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	1,921,140	2,034,016	2,084,602	2,349,602	2,349,602	2,349,602	2,349,602	2,349,602

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: OFFICE OF ARTS AND CULTURE AND THE CREATIVE ECONOMY								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	274,563	312,767	475,752	508,300	508,300	508,300	508,300	508,300
Class 200 - Contracts / Leases	482,053	482,400	482,400	212,014	212,014	212,014	212,014	212,014
Class 300/400 - Supplies, Equipment	5,606	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Class 500 - Indemnities / Contributions	3,370,688	3,370,688	3,370,688	3,370,688	3,370,688	3,370,688	3,370,688	3,370,688
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	4,132,910	4,172,855	4,335,840	4,098,002	4,098,002	4,098,002	4,098,002	4,098,002

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: OFFICE OF BEHAVIORAL HEALTH AND INTELLECTUAL DISABILITY								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	1,558,164	1,076,779	1,596,553	1,534,468	1,534,468	1,534,468	1,534,468	1,534,468
Class 200 - Contracts / Leases	13,125,510	13,125,510	15,534,786	14,360,976	13,930,892	13,930,892	13,930,892	13,930,892
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	14,683,674	14,202,289	17,131,339	15,895,444	15,465,360	15,465,360	15,465,360	15,465,360

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	4,045,694	4,137,615	4,187,271	4,934,551	4,887,301	4,827,301	4,767,301	4,767,301
Class 200 - Contracts / Leases	1,795,910	2,465,049	2,345,049	2,627,049	2,130,049	2,130,049	2,130,049	2,130,049
Class 300/400 - Supplies, Equipment	52,426	16,665	16,665	26,665	26,665	26,665	26,665	26,665
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	5,894,030	6,619,329	6,548,985	7,588,265	7,044,015	6,984,015	6,924,015	6,924,015

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: OFFICE OF EDUCATION								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	2,215,607	2,592,084	2,655,579	3,292,180	3,482,180	3,522,180	3,537,180	3,537,180
Class 200 - Contracts / Leases	20,742,176	22,211,818	26,809,368	42,015,834	53,321,784	59,869,091	65,104,188	63,640,178
Class 300/400 - Supplies, Equipment	15,348	45,550	45,550	42,000	42,000	42,000	42,000	42,000
Class 500 - Indemnities / Contributions	99,998	100,000	0	0	0	0	0	0
Class 700 - Debt Service	0							
Class 800 - Payments to Other Funds	0							
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	23,073,129	24,949,452	29,510,497	45,350,014	56,845,964	63,433,271	68,683,368	67,219,358

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: OFFICE OF HOMELESS SERVICES								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	8,685,048	8,830,135	9,120,404	9,545,748	9,545,748	9,545,748	9,545,748	9,545,748
Class 200 - Contracts / Leases	39,045,924	43,554,815	47,319,942	49,073,423	48,310,816	46,849,442	47,516,715	47,516,715
Class 300/400 - Supplies, Equipment	253,494	344,127	344,127	344,127	344,127	344,127	344,127	344,127
Class 500 - Indemnities / Contributions	32,370	32,421	32,421	32,421	32,421	32,421	32,421	32,421
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	48,016,836	52,761,498	56,816,894	58,995,719	58,233,112	56,771,738	57,439,011	57,439,011

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: OFFICE OF HUMAN RESOURCES								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	4,766,878	5,035,367	5,226,848	5,405,785	5,405,785	5,405,785	5,405,785	5,405,785
Class 200 - Contracts / Leases	809,279	1,239,070	1,239,070	1,229,070	1,159,070	1,159,070	1,159,070	1,239,070
Class 300/400 - Supplies, Equipment	50,280	69,432	69,432	89,432	69,432	69,432	69,432	69,432
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	5,626,437	6,343,869	6,535,350	6,724,287	6,634,287	6,634,287	6,634,287	6,714,287

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: OFFICE OF INNOVATION AND TECHNOLOGY								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	19,828,255	19,856,817	20,462,257	22,462,148	22,462,148	22,462,148	22,462,148	22,462,148
Class 200 - Contracts / Leases	36,828,582	39,750,610	40,150,610	42,505,345	46,421,974	44,303,945	48,510,426	48,510,426
Class 300/400 - Supplies, Equipment	4,866,231	5,884,500	5,884,500	5,931,046	11,556,723	6,355,905	6,355,905	6,355,905
Class 500 - Indemnities / Contributions	75,000	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	61,598,068	65,491,927	66,497,367	70,898,539	80,440,845	73,121,998	77,328,479	77,328,479

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: OFFICE OF INNOVATION AND TECHNOLOGY - 911								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	1,024,555	960,906	1,059,768	1,416,547	1,341,547	1,341,547	1,341,547	1,341,547
Class 200 - Contracts / Leases	12,117,369	26,354,703	26,354,703	26,280,561	14,159,009	15,237,321	15,237,321	15,237,321
Class 300/400 - Supplies, Equipment	1,606,213	8,064,399	8,064,399	13,537,978	8,064,399	8,064,399	8,064,399	8,064,399
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	14,748,137	35,380,008	35,478,870	41,235,086	23,564,955	24,643,267	24,643,267	24,643,267

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: OFFICE OF THE INSPECTOR GENERAL								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	1,409,169	1,533,111	1,577,241	1,577,241	1,577,241	1,577,241	1,577,241	1,577,241
Class 200 - Contracts / Leases	72,881	97,975	97,975	97,975	97,975	97,975	97,975	97,975
Class 300/400 - Supplies, Equipment	5,209	5,225	5,225	5,225	5,225	5,225	5,225	5,225
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	1,487,259	1,636,311	1,680,441	1,680,441	1,680,441	1,680,441	1,680,441	1,680,441

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: OFFICE OF PROPERTY ASSESSMENT								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	11,852,174	11,890,699	12,388,764	14,127,682	14,127,682	14,127,682	14,127,682	14,127,682
Class 200 - Contracts / Leases	1,234,519	1,703,126	1,703,126	2,403,126	2,078,126	2,078,126	2,078,126	2,078,126
Class 300/400 - Supplies, Equipment	348,065	622,600	622,600	787,600	787,600	787,600	787,600	787,600
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	13,434,758	14,216,425	14,714,490	17,318,408	16,993,408	16,993,408	16,993,408	16,993,408

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: OFFICE OF SUSTAINABILITY								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	498,576	537,979	551,910	551,910	551,910	551,910	551,910	551,910
Class 200 - Contracts / Leases	393,120	393,508	393,508	393,508	393,508	393,508	393,508	393,508
Class 300/400 - Supplies, Equipment	16,802	17,840	17,840	17,840	17,840	17,840	17,840	17,840
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	250,000	250,000	250,000	250,000	250,000
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	908,498	949,327	963,258	1,213,258	1,213,258	1,213,258	1,213,258	1,213,258

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: PARKS AND RECREATION								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	47,030,321	49,347,561	50,412,093	52,490,935	52,864,318	53,237,701	53,827,825	53,827,825
Class 200 - Contracts / Leases	9,400,752	9,516,490	9,588,490	10,115,490	9,707,490	9,635,490	9,675,490	9,535,490
Class 300/400 - Supplies, Equipment	2,623,116	2,750,630	2,750,630	2,740,630	2,740,630	2,740,630	2,740,630	2,740,630
Class 500 - Indemnities / Contributions	5,011,875	2,897,500	2,897,500	2,511,000	2,511,000	2,511,000	2,511,000	2,511,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	1,550,000	1,550,000	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	64,066,064	66,062,181	67,198,713	67,858,055	67,823,438	68,124,821	68,754,945	68,614,945

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: PLANNING AND DEVELOPMENT								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	3,894,669	4,651,095	4,812,959	5,167,172	5,167,172	5,167,172	5,167,172	5,167,172
Class 200 - Contracts / Leases	3,341,058	3,900,596	3,900,596	3,192,113	3,167,113	3,167,113	3,167,113	3,167,113
Class 300/400 - Supplies, Equipment	90,768	91,978	91,978	101,461	101,461	101,461	101,461	101,461
Class 500 - Indemnities / Contributions	890,000	4,168,000	4,168,000	1,350,000	350,000	350,000	350,000	350,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	8,216,495	12,811,669	12,973,533	9,810,746	8,785,746	8,785,746	8,785,746	8,785,746

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: POLICE								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	670,260,752	688,759,185	689,431,611	718,359,324	718,359,324	718,359,324	718,359,324	718,359,324
Class 200 - Contracts / Leases	7,427,351	7,462,807	7,859,807	8,103,063	7,584,807	7,584,807	7,584,807	7,584,807
Class 300/400 - Supplies, Equipment	13,176,270	13,270,952	13,848,952	14,452,710	13,300,952	13,300,952	13,300,952	13,300,952
Class 500 - Indemnities / Contributions	21,880,475	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	712,744,848	709,492,944	711,140,370	740,915,097	739,245,083	739,245,083	739,245,083	739,245,083

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: PRISONS								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	149,461,785	145,430,918	146,211,349	139,765,668	139,765,668	139,765,668	139,765,668	139,765,668
Class 200 - Contracts / Leases	102,219,139	98,365,387	98,365,387	92,842,354	92,842,354	92,842,354	92,842,354	92,842,354
Class 300/400 - Supplies, Equipment	4,768,862	4,373,744	4,373,744	4,373,744	4,373,744	4,373,744	4,373,744	4,373,744
Class 500 - Indemnities / Contributions	2,518,610	1,201,757	1,201,757	1,201,757	1,201,757	1,201,757	1,201,757	1,201,757
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	258,968,396	249,371,806	250,152,237	238,183,523	238,183,523	238,183,523	238,183,523	238,183,523

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: PROCUREMENT								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	2,450,043	2,573,121	2,648,866	2,709,242	2,709,242	2,709,242	2,709,242	2,709,242
Class 200 - Contracts / Leases	2,297,951	2,316,267	2,316,267	2,316,267	2,316,267	2,316,267	2,316,267	2,316,267
Class 300/400 - Supplies, Equipment	41,515	49,054	49,054	49,054	49,054	49,054	49,054	49,054
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	4,789,509	4,938,442	5,014,187	5,074,563	5,074,563	5,074,563	5,074,563	5,074,563

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: PUBLIC HEALTH								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	54,999,157	54,853,461	56,262,472	58,328,165	58,235,497	58,184,839	58,184,839	58,184,839
Class 200 - Contracts / Leases	72,749,713	92,882,896	74,882,896	89,824,827	92,806,144	93,888,321	93,828,321	93,828,321
Class 300/400 - Supplies, Equipment	6,951,556	8,397,518	8,397,518	6,769,148	6,712,148	6,842,378	6,752,378	6,752,378
Class 500 - Indemnities / Contributions	37,422	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	500,000	500,000	500,000	4,500,000	4,000,000	500,000	500,000	500,000
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	135,237,848	156,633,875	140,042,886	159,422,140	161,753,789	159,415,538	159,265,538	159,265,538

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: PUBLIC PROPERTY								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	8,797,024	8,659,293	8,834,521	9,395,654	12,245,654	12,245,654	12,245,654	12,245,654
Class 200 - Contracts / Leases	29,355,183	30,107,724	30,632,724	31,314,408	31,775,548	32,251,222	32,740,836	32,751,836
Class 300/400 - Supplies, Equipment	1,183,997	1,435,535	1,435,535	1,338,535	1,338,535	1,338,535	1,338,535	1,338,535
Class 500 - Indemnities / Contributions	612,127	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	23,128,747	27,678,994	27,678,994	26,643,000	28,235,000	29,992,000	31,746,000	33,682,000
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	63,077,078	67,881,546	68,581,774	68,691,597	73,594,737	75,827,411	78,071,025	80,018,025

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: PUBLIC PROPERTY - SEPTA SUBSIDY								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	81,946,000	84,608,000	84,608,000	87,556,000	91,025,000	94,259,000	98,004,000	101,901,000
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	81,946,000	84,608,000	84,608,000	87,556,000	91,025,000	94,259,000	98,004,000	101,901,000

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: PUBLIC PROPERTY - SPACE RENTALS								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	21,553,679	22,457,948	22,457,948	26,278,677	26,113,076	25,677,141	25,601,607	26,316,824
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	21,553,679	22,457,948	22,457,948	26,278,677	26,113,076	25,677,141	25,601,607	26,316,824

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: PUBLIC PROPERTY - UTILITIES								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	24,580,646	25,008,269	25,008,269	27,393,339	25,055,344	25,898,337	26,820,921	27,723,386
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	24,580,646	25,008,269	25,008,269	27,393,339	25,055,344	25,898,337	26,820,921	27,723,386

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: RECORDS								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	3,004,442	3,084,514	3,142,762	3,226,285	3,226,285	3,226,285	3,226,285	3,226,285
Class 200 - Contracts / Leases	1,280,220	1,538,779	1,448,779	1,538,779	1,538,779	1,538,779	1,538,779	1,538,779
Class 300/400 - Supplies, Equipment	143,620	143,758	233,758	143,758	143,758	143,758	143,758	143,758
Class 500 - Indemnities / Contributions	1,450	1,456	1,456	1,456	1,456	1,456	1,456	1,456
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	4,429,732	4,768,507	4,826,755	4,910,278	4,910,278	4,910,278	4,910,278	4,910,278

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: REGISTER OF WILLS								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	4,021,761	4,173,645	4,173,645	4,286,409	4,286,409	4,286,409	4,286,409	4,286,409
Class 200 - Contracts / Leases	75,196	200,486	200,486	125,000	125,000	75,486	75,486	75,486
Class 300/400 - Supplies, Equipment	29,905	64,750	64,750	140,236	140,236	189,750	189,750	189,750
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	4,126,862	4,438,881	4,438,881	4,551,645	4,551,645	4,551,645	4,551,645	4,551,645

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: REVENUE								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	21,536,327	22,156,816	22,700,766	23,934,508	23,934,508	23,934,508	23,934,508	23,934,508
Class 200 - Contracts / Leases	7,104,902	7,630,749	7,630,749	7,755,749	7,627,749	7,627,749	7,627,749	7,627,749
Class 300/400 - Supplies, Equipment	663,662	919,976	919,976	1,188,976	914,976	914,976	914,976	914,976
Class 500 - Indemnities / Contributions	3,250	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	29,308,141	30,707,541	31,251,491	32,879,233	32,477,233	32,477,233	32,477,233	32,477,233

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: SHERIFF								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	27,179,518	24,570,248	24,632,430	25,443,537	25,443,537	25,443,537	25,443,537	25,443,537
Class 200 - Contracts / Leases	717,773	1,105,267	894,517	894,517	1,105,267	1,105,267	1,105,267	1,105,267
Class 300/400 - Supplies, Equipment	432,285	474,907	685,657	708,907	498,157	498,157	498,157	498,157
Class 500 - Indemnities / Contributions	102,700	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	28,432,276	26,150,422	26,212,604	27,046,961	27,046,961	27,046,961	27,046,961	27,046,961

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: SINKING FUND COMMISSION (DEBT SERVICE)								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	116,708,317	125,536,378	125,536,378	109,222,498	116,331,057	121,262,323	126,368,869	125,868,393
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	148,795,403	169,496,126	169,496,126	187,482,819	189,460,472	214,844,846	228,964,828	253,787,321
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	265,503,720	295,032,504	295,032,504	296,705,317	305,791,529	336,107,169	355,333,697	379,655,714

City of Philadelphia General Fund FY 2020 - 2024 Five Year Financial Plan Master Schedule								
Department: STREETS								
Expenditure Class	FY18 Actual	FY19 Adopted Budget	FY19 Current Target	FY20 Estimate	FY21 Estimate	FY22 Estimate	FY23 Estimate	FY24 Estimate
Class 100 - Wages	79,636,511	84,297,081	85,085,552	90,214,913	90,802,162	90,802,162	91,389,411	91,389,411
Class 200 - Contracts / Leases	49,226,385	49,188,914	53,942,914	57,410,652	58,735,999	60,302,151	61,946,759	63,657,095
Class 300/400 - Supplies, Equipment	7,714,288	8,442,104	7,638,104	7,704,196	7,076,947	7,076,947	6,489,698	6,489,698
Class 500 - Indemnities / Contributions	15,973,463	53,171	53,171	53,171	53,171	53,171	53,171	53,171
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
Total	152,550,647	141,981,270	146,719,741	155,382,932	156,668,279	158,234,431	159,879,039	161,589,375

CAPITAL FUNDING CODES

Funding Source Codes—City Sources

City sources identified with the prefix “C” represent tax-supported funding. The prefix “X” represents self-sustaining City amounts – projects that generate sufficient revenue from user charges to cover their debt service.

CN, XN – New loans are financed either through tax-supported general obligation bonds (CN) or through revenue bonds (XN).

CT, XT – Carried-Forward Loans are funds for the same or equivalent project carried forward from FY2014 to FY2015.

CR, XR – Operating Revenue appropriated to the Capital Budget from the Operating Budget.

CA – Prefinanced Loans are funds that the electorate or City Council has already authorized.

A – Previously Authorized PICA Funds are provided through loans obtained on behalf of the City by the Pennsylvania Intergovernmental Cooperation Authority (PICA).

Z – Revolving Funds are replenished through proceeds from the sale of property acquired in the past through the use of Capital funds.

Funding Source Codes—Non-City Sources

For the non-City funding sources listed below, the suffix “B”—Budget—represents funds that are appropriated in the Capital Budget and for which the City will be responsible for accounting and spending. The suffix “O”—Off-Budget—is used for amounts that are not appropriated in the Capital Budget, but rather are the responsibility of other agencies, such as SEPTA, to budget and spend. These funds are shown in the Capital Program in order to provide complete information on the scope and cost of City-supported projects. The suffix “T” represents funds for the same or equivalent project carried forward from FY2014 to FY2015.

FB, FO, FT – Federal sources.

PB, PT – Private sources.

SB, SO, ST – State sources.

TO, TT – Other Governments and Agencies include SEPTA, adjacent counties and townships, and proceeds from the bonds of quasi-public authorities.

SIX YEAR CAPITAL PROGRAM

EXHIBIT A: Sources of Funds, FY2020-FY2025

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
City Funds-Tax Supported							
CT	Carried Forward Loans	374,592					374,592
CR	Operating Revenue	100,788	12,200	12,200	12,200	1,700	151,288
CN	New Loans	194,071	197,425	198,955	198,610	177,086	1,144,383
CA	Prefinanced Loans	22,729					22,729
A	PICA Prefinanced Loans	4,279					4,279
City Funds-Self Sustaining							
XT	Self Sustaining Carry Forward Loans	374,292					374,292
XR	Self Sustaining Operating Revenue	150,654	73,163	72,611	77,816	84,594	541,468
XN	Self Sustaining New Loans	616,820	699,344	1,029,537	952,450	749,103	4,793,995
Other City Funds							
Z	Revolving Funds	17,000	17,000	15,000	13,000	13,000	88,000
Other Than City Funds							
TT	Carried Forward Other Govt	30,384					30,384
TO	Other Governments Off Budget	1,206	1,285	1,526	1,466	1,586	8,563
TB	Other Governments/Agencies	14,665	2,100	2,100	100	100	19,165
ST	Carried Forward State	124,313					124,313
SO	State Off Budget	172,976	197,827	195,919	198,362	190,688	1,151,285
SB	State	113,100	40,697	39,907	35,430	43,458	308,033
PT	Carried Forward Private	112,506					112,506
PB	Private	72,981	65,953	65,168	62,558	61,902	374,267
FT	Carried Forward Federal	212,758					212,758
FO	Federal Off Budget	103,494	5,524	80,161	20,633	16,000	234,612
FB	Federal	212,670	120,777	94,069	110,243	111,992	785,686
TOTAL - ALL FUNDS							
		3,026,278	1,433,295	1,807,153	1,682,868	1,458,425	10,856,598

2020	2021	2022	2023	2024	2025	2020 - 2025
\$x000						

ART MUSEUM

ART MUSEUM COMPLEX - CAPITAL

1	Philadelphia Museum of Art - Building Rehabilitation		6,000	6,000	6,000		18,000
			6,000 CN	6,000 CN	6,000 CN		18,000 CN
1A	Philadelphia Museum of Art - Building Rehabilitation-FY19	10,000					10,000
		5,000 CR					5,000 CR
		5,000 CT					5,000 CT
<i>ART MUSEUM COMPLEX - CAPITAL</i>		10,000	6,000	6,000	6,000		28,000
			6,000 CN	6,000 CN	6,000 CN		18,000 CN
		5,000 CR					5,000 CR
		5,000 CT					5,000 CT
ART MUSEUM		10,000	6,000	6,000	6,000		28,000
			6,000 CN	6,000 CN	6,000 CN		18,000 CN
		5,000 CR					5,000 CR
		5,000 CT					5,000 CT

2020	2021	2022	2023	2024	2025	2020 - 2025
\$x000						

AVIATION

PHILADELPHIA INTERNATIONAL AIRPORT

2	Airfield Area	104,900	104,175	104,251	104,849	104,958	105,500	628,633
		22,000 FB	21,848 FB	21,864 FB	21,989 FB	22,012 FB	22,126 FB	131,839 FB
		1,600 SB	2,582 SB	2,584 SB	2,599 SB	2,601 SB	2,615 SB	14,581 SB
		81,300 XN	79,745 XN	79,803 XN	80,261 XN	80,345 XN	80,759 XN	482,213 XN
3	Terminal Area	141,150	142,000	142,225	143,000	144,550	144,951	857,876
		15,000 PB	15,090 PB	15,114 PB	15,197 PB	15,361 PB	15,404 PB	91,166 PB
		123,150 XN	123,892 XN	124,088 XN	124,764 XN	126,117 XN	126,466 XN	748,477 XN
		3,000 XR	3,018 XR	3,023 XR	3,039 XR	3,072 XR	3,081 XR	18,233 XR
3A	Terminal Area-FY19	15,000						15,000
		15,000 XT						15,000 XT
4	Outside Terminal Area (OTA)	73,141	74,151	74,630	75,150	75,601	75,752	448,425
		29,141 PB	29,543 PB	29,734 PB	29,941 PB	30,121 PB	30,181 PB	178,661 PB
		4,000 SB	1,014 SB	1,020 SB	1,027 SB	1,034 SB	1,036 SB	9,131 SB
		30,000 XN	33,456 XN	33,672 XN	33,907 XN	34,110 XN	34,178 XN	199,323 XN
		10,000 XR	10,138 XR	10,204 XR	10,275 XR	10,336 XR	10,357 XR	61,310 XR

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
4A Outside Terminal Area (OTA)-FY19	40,000 40,000 XT						40,000 40,000 XT
5 Other Airport Services	82,549 8,000 FB	83,360 8,079 FB	84,150 8,155 FB	84,651 8,204 FB	85,950 8,330 FB	86,251 8,359 FB	506,911 49,127 FB
	150 SB 72,399 XN 2,000 XR	151 SB 73,110 XN 2,020 XR	153 SB 73,803 XN 2,039 XR	154 SB 74,242 XN 2,051 XR	156 SB 75,382 XN 2,082 XR	157 SB 75,645 XN 2,090 XR	921 SB 444,581 XN 12,282 XR
5A Other Airport Services-FY19	30,000 30,000 XT						30,000 30,000 XT
PHILADELPHIA INTERNATIONAL AIRPORT	486,740 30,000 FB 44,141 PB 5,750 SB 306,849 XN 15,000 XR 85,000 XT	403,686 29,927 FB 44,633 PB 3,747 SB 310,203 XN 15,176 XR	405,256 30,019 FB 44,848 PB 3,757 SB 311,366 XN 15,266 XR	407,650 30,193 FB 45,138 PB 3,780 SB 313,174 XN 15,365 XR	411,059 30,342 FB 45,482 PB 3,791 SB 315,954 XN 15,490 XR	412,454 30,485 FB 45,585 PB 3,808 SB 317,048 XN 15,528 XR	2,526,845 180,966 FB 269,827 PB 24,633 SB 1,874,594 XN 91,825 XR 85,000 XT
AVIATION	486,740 30,000 FB 44,141 PB 5,750 SB 306,849 XN 15,000 XR 85,000 XT	403,686 29,927 FB 44,633 PB 3,747 SB 310,203 XN 15,176 XR	405,256 30,019 FB 44,848 PB 3,757 SB 311,366 XN 15,266 XR	407,650 30,193 FB 45,138 PB 3,780 SB 313,174 XN 15,365 XR	411,059 30,342 FB 45,482 PB 3,791 SB 315,954 XN 15,490 XR	412,454 30,485 FB 45,585 PB 3,808 SB 317,048 XN 15,528 XR	2,526,845 180,966 FB 269,827 PB 24,633 SB 1,874,594 XN 91,825 XR 85,000 XT

2020	2021	2022	2023	2024	2025	2020 - 2025
\$x000						

COMMERCE

COMMERCIAL DEVELOPMENT

6	Neighborhood Commercial Centers - Site Improvements		2,500	2,500	2,500	2,500	2,500	12,500
			2,500 CN	12,500 CN				
6A	Neighborhood Commercial Centers - Site Improvements-FY19	4,000 2,500 CR 1,500 CT						4,000 2,500 CR 1,500 CT
6B	Neighborhood Commercial Centers - Site Improvements-FY17	3,996 3,996 CT						3,996 3,996 CT
6C	Neighborhood Commercial Centers - Site Improvements-FY16	9,168 3,979 CT 1,850 PT 3,339 ST						9,168 3,979 CT 1,850 PT 3,339 ST
6D	Neighborhood Commercial Centers - Site Improvements-FY15	464 464 CT						464 464 CT
6E	Neighborhood Commercial Centers - Site Improvements-FY14	1,724 1,724 CT						1,724 1,724 CT
COMMERCIAL DEVELOPMENT		19,352	2,500	2,500	2,500	2,500	2,500	31,852
			2,500 CN	12,500 CN				
		2,500 CR						2,500 CR
		11,663 CT						11,663 CT
		1,850 PT						1,850 PT
		3,339 ST						3,339 ST

		2020	2021	2022	2023	2024	2025	2020 - 2025
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
INDUSTRIAL DEVELOPMENT								
7	Industrial Districts				500	500	500	1,500
					500 CN	500 CN	500 CN	1,500 CN
7A	Industrial Districts-FY17	3,000						3,000
		800 FT						800 FT
		2,200 ST						2,200 ST
7B	Industrial Districts-FY16	1,000						1,000
		1,000 ST						1,000 ST
8	Navy Yard Infrastructure Improvements			500	500	500	500	2,000
				500 CN	500 CN	500 CN	500 CN	2,000 CN
8A	Navy Yard Infrastructure Improvements-FY17	8,200						8,200
		3,900 FT						3,900 FT
		4,300 ST						4,300 ST
9	Environmental Assessment/Remediation			500	500	500	500	2,000
				500 CN	500 CN	500 CN	500 CN	2,000 CN
9A	Environmental Assessment/Remediation-FY15	400						400
		400 CT						400 CT
9B	Environmental Assessment/Remediation-FY13	400						400
		400 CT						400 CT
10	PIDC Landbank Improvements, Engineering and Administration	5,000	5,000	5,000	5,000	5,000	5,000	30,000
		5,000 Z	5,000 Z	5,000 Z	5,000 Z	5,000 Z	5,000 Z	30,000 Z
11	PIDC Landbank Acquisition & Improvements	12,000	12,000	10,000	8,000	8,000	8,000	58,000
		12,000 Z	12,000 Z	10,000 Z	8,000 Z	8,000 Z	8,000 Z	58,000 Z

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
11A PIDC Landbank Acquisition & Improvements-FY19	3,000 3,000 CT						3,000 3,000 CT
11B PIDC Landbank Acquisition & Improvements-FY18	3,000 3,000 CT						3,000 3,000 CT
INDUSTRIAL DEVELOPMENT	36,000	17,000	16,000	14,500	14,500	14,500	112,500
	6,800 CT		1,000 CN	1,500 CN	1,500 CN	1,500 CN	5,500 CN
	4,700 FT						6,800 CT
	7,500 ST						4,700 FT
	17,000 Z	17,000 Z	15,000 Z	13,000 Z	13,000 Z	13,000 Z	7,500 ST
							88,000 Z
WATERFRONT IMPROVEMENTS							
12 Central Delaware River Waterfront	11,000 11,000 CN	11,000 11,000 CN	21,000 21,000 CN	21,000 21,000 CN	21,000 21,000 CN	1,000 1,000 CN	86,000 86,000 CN
12A Central Delaware River Waterfront-FY19	7,000 7,000 CT						7,000 7,000 CT
12B Central Delaware River Waterfront-FY17	16,160 5,110 PT 11,050 ST						16,160 5,110 PT 11,050 ST
12C Central Delaware River Waterfront-FY16	25,854 854 CT 25,000 FT						25,854 854 CT 25,000 FT
13 Schuylkill River Waterfront	3,000 2,000 CN	6,000 5,000 CN	1,500 500 CN	1,500 500 CN	1,500 500 CN	500 500 CN	14,000 9,000 CN
	1,000 SB	1,000 SB	1,000 SB	1,000 SB	1,000 SB		5,000 SB

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
13A Schuylkill River Waterfront-FY19	7,000 2,000 CT 4,000 PT 1,000 ST						7,000 2,000 CT 4,000 PT 1,000 ST
13B Schuylkill River Waterfront-FY17	16,550 4,500 FT 12,050 ST						16,550 4,500 FT 12,050 ST
13C Schuylkill River Waterfront-FY16	1,500 500 FT 1,000 ST						1,500 500 FT 1,000 ST
14 North Delaware River Waterfront	750 750 CN	500 500 CN	500 500 CN	500 500 CN	500 500 CN	500 500 CN	3,250 3,250 CN
14A North Delaware River Waterfront-FY19	500 500 CT						500 500 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
14C North Delaware River Waterfront-FY16	850 500 FT 350 ST						850 500 FT 350 ST
14D North Delaware River Waterfront-FY15	235 235 FT						235 235 FT
WATERFRONT IMPROVEMENTS	93,819 13,750 CN 10,354 CT 33,205 FT 9,460 PT 1,000 SB 26,050 ST	17,500 16,500 CN	23,000 22,000 CN	23,000 22,000 CN	23,000 22,000 CN	2,000 2,000 CN	182,319 98,250 CN 10,354 CT 33,205 FT 9,460 PT 5,000 SB 26,050 ST

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
COMMERCE	149,171	37,000	41,500	40,000	40,000	19,000	326,671
	13,750 CN	19,000 CN	25,500 CN	26,000 CN	26,000 CN	6,000 CN	116,250 CN
	2,500 CR						2,500 CR
	28,817 CT						28,817 CT
	37,905 FT						37,905 FT
	11,310 PT						11,310 PT
	1,000 SB		5,000 SB				
	36,889 ST						36,889 ST
	17,000 Z	17,000 Z	15,000 Z	13,000 Z	13,000 Z	13,000 Z	88,000 Z

2020	2021	2022	2023	2024	2025	2020 - 2025
\$x000						

FINANCE

CAPITAL PROJECTS

15	Improvements to Facilities	5,561 561 CA 5,000 CN	1,000 1,000 CN	1,000 1,000 CN	1,000 1,000 CN	1,000 1,000 CN	1,000 1,000 CN	10,561 561 CA 10,000 CN
15A	Improvements to Facilities-FY19	7,622 2,933 CR 2,142 CT 2,047 PT 500 TT						7,622 2,933 CR 2,142 CT 2,047 PT 500 TT
15B	Improvements to Facilities-FY18	3,500 3,500 CT						3,500 3,500 CT
15C	Improvements to Facilities-FY17	1,564 1,564 CT						1,564 1,564 CT
15D	Improvements to Facilities-FY16	500 500 CT						500 500 CT
15E	Improvements to Facilities-FY15	359 359 CT						359 359 CT
15F	Improvements to Facilities-FY14	140 140 CT						140 140 CT
16	New Voting Machines	22,000 22,000 CN						22,000 22,000 CN

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000						
25H City Council - ITEF CD9-FY12	210 210 CT						210 210 CT
25I City Council - ITEF CD9-FY11	207 207 CT						207 207 CT
26 City Council - ITEF CD10	510 510 CN	3,060 3,060 CN					
26A City Council - ITEF CD10-FY19	510 510 CT						510 510 CT
26B City Council - ITEF CD10-FY18	510 510 CT						510 510 CT
26C City Council - ITEF CD10-FY17	410 410 CT						410 410 CT
26D City Council - ITEF CD10-FY16	410 410 CT						410 410 CT
26E City Council - ITEF CD10-FY15	62 62 CT						62 62 CT
26F City Council - ITEF CD10-FY13	61 61 CT						61 61 CT
26G City Council - ITEF CD10-FY12	2 2 CT						2 2 CT
26H City Council - ITEF CD10-FY11	71 71 CT						71 71 CT
26I City Council - ITEF CD10-FY06	45 45 CT						45 45 CT

2020	2021	2022	2023	2024	2025	2020 - 2025
\$x000						

FIRE

FIRE FACILITIES

27	Fire Department Interior and Exterior Renovations	4,828	5,000	5,000	5,000	6,500	25,000	51,328
		78 CA 3,100 CN 1,650 CR	5,000 CN	5,000 CN	5,000 CN	6,500 CN	25,000 CN	78 CA 49,600 CN 1,650 CR
27A	Fire Department Interior and Exterior Renovations-FY19	3,195						3,195
		695A 2,500 CT						695A 2,500 CT
27B	Fire Department Interior and Exterior Renovations-FY18	5,408						5,408
		5,408 CT						5,408 CT
27C	Fire Department Interior and Exterior Renovations-FY17	4,126						4,126
		4,126 CT						4,126 CT
27D	Fire Department Interior and Exterior Renovations-FY16	570						570
		570 CT						570 CT
27E	Fire Department Interior and Exterior Renovations-FY15	489						489
		489 CT						489 CT
27F	Fire Department Interior and Exterior Renovations-FY14	12						12
		12 CT						12 CT
27G	Fire Department Interior and Exterior Renovations-FY13	46						46
		46 CT						46 CT
27H	Fire Department Interior and Exterior Renovations-FY12	37						37
		37 CT						37 CT

2020	2021	2022	2023	2024	2025	2020 - 2025
\$x000						

FLEET MANAGEMENT

CAPITAL PROJECTS

28	Fleet Management Facilities	34	1,000	1,000	1,000	1,000	1,000	5,034
		34 CA						34 CA
			1,000 CN	5,000 CN				
28A	Fleet Management Facilities-FY19	550						550
		550 CT						550 CT
28B	Fleet Management Facilities-FY18	2,822						2,822
		2,822 CT						2,822 CT
29	Fuel Tank Replacement	1,000	1,550	1,550	2,050	2,050	2,050	10,250
		1,000 CN	1,550 CN	1,550 CN	2,050 CN	2,050 CN	2,050 CN	10,250 CN
29A	Fuel Tank Replacement-FY19	250						250
		250 CT						250 CT
29B	Fuel Tank Replacement-FY18	203						203
		203 CT						203 CT
29C	Fuel Tank Replacement-FY17	221						221
		221 CT						221 CT
30	Vehicle Purchases	11,000	18,000	18,000	18,000	15,000	15,000	95,000
		11,000 CN	18,000 CN	18,000 CN	18,000 CN	15,000 CN	15,000 CN	95,000 CN

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000						
30A Vehicle Purchases-FY19	46,261						46,261
	22,500 CR						22,500 CR
	19,100 CT						19,100 CT
	2,661 FT						2,661 FT
	2,000 ST						2,000 ST
30B Vehicle Purchases-FY18	2,964						2,964
	580 CT						580 CT
	384 FT						384 FT
	2,000 TT						2,000 TT
CAPITAL PROJECTS	65,305	20,550	20,550	21,050	18,050	18,050	163,555
	34 CA						34 CA
	12,000 CN	20,550 CN	20,550 CN	21,050 CN	18,050 CN	18,050 CN	110,250 CN
	22,500 CR						22,500 CR
	23,726 CT						23,726 CT
	3,045 FT						3,045 FT
	2,000 ST						2,000 ST
	2,000 TT						2,000 TT
FLEET MANAGEMENT	65,305	20,550	20,550	21,050	18,050	18,050	163,555
	34 CA						34 CA
	12,000 CN	20,550 CN	20,550 CN	21,050 CN	18,050 CN	18,050 CN	110,250 CN
	22,500 CR						22,500 CR
	23,726 CT						23,726 CT
	3,045 FT						3,045 FT
	2,000 ST						2,000 ST
	2,000 TT						2,000 TT

2020	2021	2022	2023	2024	2025	2020 - 2025
\$x000						

FREE LIBRARY

LIBRARY FACILITIES - CAPITAL

31	Free Library Improvements	2,025	2,000	2,000	1,500	1,500	1,500	10,525
		25 CA						25 CA
		2,000 CN	2,000 CN	2,000 CN	1,500 CN	1,500 CN	1,500 CN	10,500 CN
31A	Free Library Improvements-FY19	2,000						2,000
		1,000 CT						1,000 CT
		1,000 ST						1,000 ST
31B	Free Library Improvements-FY18	908						908
		908 CT						908 CT
31C	Free Library Improvements-FY17	554						554
		554 CT						554 CT
31D	Free Library Improvements-FY16	2,000						2,000
		2,000 PT						2,000 PT
31E	Free Library Improvements-FY15	93						93
		93 CT						93 CT
31F	Free Library Improvements-FY14	2,690						2,690
		690 A						690 A
		2,000 PT						2,000 PT

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
31G Free Library Improvements-FY13	2,000 2,000 PT						2,000 2,000 PT
31H Free Library Improvements-FY12	53 53 CT						53 53 CT
31I Free Library Improvements-FY11	31 31 CT						31 31 CT
31J Free Library Improvements-FY10	1 1 CT						1 1 CT
31K Free Library Improvements-FY09	49 49 CT						49 49 CT
32A HVAC and Infrastructure Upgrades-FY18	1,049 449 CT 600 PT						1,049 449 CT 600 PT
LIBRARY FACILITIES - CAPITAL	13,453 690 A 25 CA 2,000 CN 3,138 CT 6,600 PT 1,000 ST	2,000	2,000	1,500	1,500	1,500	21,953 690 A 25 CA 10,500 CN 3,138 CT 6,600 PT 1,000 ST
FREE LIBRARY	13,453 690 A 25 CA 2,000 CN 3,138 CT 6,600 PT 1,000 ST	2,000	2,000	1,500	1,500	1,500	21,953 690 A 25 CA 10,500 CN 3,138 CT 6,600 PT 1,000 ST

2020	2021	2022	2023	2024	2025	2020 - 2025
\$x000						

HEALTH

HEALTH FACILITIES

34	Health Department Equipment and Improvements	21,000 16,000 CR 5,000 SB	15,500 10,500 CR 5,000 SB	10,500 10,500 CR	10,500 10,500 CR	10,500 10,500 CR	68,000 58,000 CR 10,000 SB	
34A	Health Department Equipment and Improvements-FY19	20,500 15,500 CR 5,000 ST					20,500 15,500 CR 5,000 ST	
34B	Health Department Equipment and Improvements-FY18	750 750 CR					750 750 CR	
34C	Health Department Equipment and Improvements-FY17	1,885 1,885 CR					1,885 1,885 CR	
34D	Health Department Equipment and Improvements-FY16	1,619 1,619 CR					1,619 1,619 CR	
34E	Health Department Equipment and Improvements-FY13	4,200 4,200 CR					4,200 4,200 CR	
35	Health Facility Renovations	940 140 CA 800 CN	1,100 1,100 CN	2,700 2,700 CN	1,000 1,000 CN	1,000 1,000 CN	1,000 1,000 CN	7,740 140 CA 7,600 CN

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
35A Health Facility Renovations-FY18	901 901 CT						901 901 CT
35B Health Facility Renovations-FY17	421 421 CT						421 421 CT
35C Health Facility Renovations-FY16	971 971 CT						971 971 CT
35D Health Facility Renovations-FY15	142 142 CT						142 142 CT
35E Health Facility Renovations-FY14	3 3 CT						3 3 CT
35F Health Facility Renovations-FY13	1 1 CT						1 1 CT
35G Health Facility Renovations-FY11	162 162 CT						162 162 CT
35H Health Facility Renovations-FY09	98 98 CT						98 98 CT
HEALTH FACILITIES	53,593	16,600	13,200	11,500	11,500	1,000	107,393
	140 CA						140 CA
	800 CN	1,100 CN	2,700 CN	1,000 CN	1,000 CN	1,000 CN	7,600 CN
	39,954 CR	10,500 CR	10,500 CR	10,500 CR	10,500 CR		81,954 CR
	2,699 CT						2,699 CT
	5,000 SB	5,000 SB					10,000 SB
	5,000 ST						5,000 ST

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
PHILADELPHIA NURSING HOME							
36 Equipment and Renovations - Philadelphia Nursing Home	1,000 1,000 CR	1,000 1,000 CR	1,000 1,000 CR	1,000 1,000 CR	1,000 1,000 CR	1,000 1,000 CR	6,000 6,000 CR
36A Equipment and Renovations - Philadelphia Nursing Home-FY19	1,000 1,000 CR						1,000 1,000 CR
36B Equipment and Renovations - Philadelphia Nursing Home-FY18	5,300 5,300 CR						5,300 5,300 CR
36C Equipment and Renovations - Philadelphia Nursing Home-FY17	1,000 1,000 CR						1,000 1,000 CR
36D Equipment and Renovations - Philadelphia Nursing Home-FY16	2,325 2,325 CR						2,325 2,325 CR
PHILADELPHIA NURSING HOME	10,625 10,625 CR	1,000 1,000 CR	1,000 1,000 CR	1,000 1,000 CR	1,000 1,000 CR	1,000 1,000 CR	15,625 15,625 CR
HEALTH	64,218 140 CA 800 CN 50,579 CR 2,699 CT 5,000 SB 5,000 ST	17,600 1,100 CN 11,500 CR 5,000 SB	14,200 2,700 CN 11,500 CR	12,500 1,000 CN 11,500 CR	12,500 1,000 CN 11,500 CR	2,000 1,000 CN 1,000 CR	123,018 140 CA 7,600 CN 97,579 CR 2,699 CT 10,000 SB 5,000 ST

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
38B Office of Sustainability-FY15	109 109 CT						109 109 CT
38C Office of Sustainability-FY14	135 135 CT						135 135 CT
38D Office of Sustainability-FY10	1 1 CT						1 1 CT
<i>CAPITAL PROJECTS - VARIOUS</i>	76,272 15,974 CA 3,565 CN 750 CR 1,971 CT 6,250 FB 10,700 FT 2,900 PB 12,900 PT 4,500 SB 14,762 ST 2,000 TB	14,700 900 CN 4,400 FB 2,900 PB 4,500 SB 2,000 TB	14,450 650 CN 4,400 FB 2,900 PB 4,500 SB 2,000 TB	150 150 CN 150 CN 150 CN	150 150 CN 150 CN 150 CN	150 150 CN 150 CN 150 CN	105,872 15,974 CA 5,565 CN 750 CR 1,971 CT 15,050 FB 10,700 FT 8,700 PB 12,900 PT 13,500 SB 14,762 ST 6,000 TB
MDO	76,272 15,974 CA 3,565 CN 750 CR 1,971 CT 6,250 FB 10,700 FT 2,900 PB 12,900 PT 4,500 SB 14,762 ST 2,000 TB	14,700 900 CN 4,400 FB 2,900 PB 4,500 SB 2,000 TB	14,450 650 CN 4,400 FB 2,900 PB 4,500 SB 2,000 TB	150 150 CN 150 CN 150 CN	150 150 CN 150 CN 150 CN	150 150 CN 150 CN 150 CN	105,872 15,974 CA 5,565 CN 750 CR 1,971 CT 15,050 FB 10,700 FT 8,700 PB 12,900 PT 13,500 SB 14,762 ST 6,000 TB

2020	2021	2022	2023	2024	2025	2020 - 2025
\$x000						

OFFICE OF HOMELESS SERVICES

FAMILY CARE FACILITIES - CAPITAL

39	OHS Facility Renovations	1,006 6 CA 1,000 CN	1,000 1,000 CN	1,000 1,000 CN	1,000 1,000 CN	1,000 1,000 CN	1,000 1,000 CN	6,006 6 CA 6,000 CN
39A	OSH Facility Renovations-FY19	1,200 1,200 CT						1,200 1,200 CT
39B	OSH Facility Renovations-FY18	1,015 1,015 CT						1,015 1,015 CT
39C	OSH Facility Renovations-FY17	578 578 CT						578 578 CT
39D	OSH Facility Renovations-FY16	615 615 CT						615 615 CT
39E	OSH Facility Renovations-FY15	60 60 CT						60 60 CT
<i>FAMILY CARE FACILITIES - CAPITAL</i>		4,474 6 CA 1,000 CN 3,468 CT	1,000 1,000 CN	9,474 6 CA 6,000 CN 3,468 CT				
OFFICE OF HOMELESS SERVICES		4,474 6 CA 1,000 CN 3,468 CT	1,000 1,000 CN	9,474 6 CA 6,000 CN 3,468 CT				

2020	2021	2022	2023	2024	2025	2020 - 2025
\$x000						

OFFICE OF SUSTAINABILITY

OFFICE OF SUSTAINABILITY

40	Energy and Sustainability Improvements for Municipal Buildings	250	300	300	300	300	300	1,750
		250 CR	100 CN 200 CR	100 CN 200 CR	100 CN 200 CR	100 CN 200 CR	100 CN 200 CR	500 CN 1,250 CR
40A	Sustainability and Energy Improvements-FY18	500						500
		500 CT						500 CT
40B	Sustainability and Energy Improvements-FY17	925						925
		925 CT						925 CT
<i>OFFICE OF SUSTAINABILITY</i>		1,675	300	300	300	300	300	3,175
		250 CR	100 CN 200 CR	100 CN 200 CR	100 CN 200 CR	100 CN 200 CR	100 CN 200 CR	500 CN 1,250 CR
		1,425 CT						1,425 CT
OFFICE OF SUSTAINABILITY		1,675	300	300	300	300	300	3,175
		250 CR	100 CN 200 CR	100 CN 200 CR	100 CN 200 CR	100 CN 200 CR	100 CN 200 CR	500 CN 1,250 CR
		1,425 CT						1,425 CT

2020	2021	2022	2023	2024	2025	2020 - 2025
\$x000						

OIT

CAPITAL PROJECTS

41	Citywide Technology Improvements & Enhancements	28,045	29,239	15,957	11,065	11,665	11,665	107,636
		28,045 CN	29,239 CN	15,957 CN	11,065 CN	11,665 CN	11,665 CN	107,636 CN
41A	Citywide Technology Improvements & Enhancements-FY19	25,433 25,433 CT						25,433 25,433 CT
41B	Citywide Technology Improvements & Enhancements-FY18	19,208 19,208 CT						19,208 19,208 CT
41C	Citywide Technology Improvements & Enhancements-FY17	8,746 8,746 CT						8,746 8,746 CT
41D	Citywide Technology Improvements & Enhancements-FY16	1,413 1,413 CT						1,413 1,413 CT
41E	Citywide Technology Improvements & Enhancements-FY15	804 804 CT						804 804 CT
41F	Citywide Technology Improvements & Enhancements-FY14	1 1 CT						1 1 CT
CAPITAL PROJECTS		83,650	29,239	15,957	11,065	11,665	11,665	163,241
		28,045 CN	29,239 CN	15,957 CN	11,065 CN	11,665 CN	11,665 CN	107,636 CN
		55,605 CT						55,605 CT
OIT		83,650	29,239	15,957	11,065	11,665	11,665	163,241
		28,045 CN	29,239 CN	15,957 CN	11,065 CN	11,665 CN	11,665 CN	107,636 CN
		55,605 CT						55,605 CT

2020	2021	2022	2023	2024	2025	2020 - 2025
\$x000						

PARKS AND RECREATION

PARKS AND RECREATION

42	Buildings, Courts, Play Areas, Athletic Fields	1,685 160 CA 1,525 CN	1,000 1,000 CN	1,000 1,000 CN	1,000 1,000 CN	1,250 1,250 CN	750 750 CN	6,685 160 CA 6,525 CN
42A	Buildings, Courts, Play Areas, Athletic Fields-FY19	618 368 CR 250 CT						618 368 CR 250 CT
42B	Buildings, Courts, Play Areas, Athletic Fields-FY18	212 212 CT						212 212 CT
42C	Buildings, Courts, Play Areas, Athletic Fields-FY17	7,225 7,225 CT						7,225 7,225 CT
42D	Buildings, Courts, Play Areas, Athletic Fields-FY16	772 772 CT						772 772 CT
42E	Buildings, Courts, Play Areas, Athletic Fields-FY15	111 111 CT						111 111 CT
43	Rebuilding Community Infrastructure	7,000 7,000 CN	7,000 7,000 CN	7,000 7,000 CN	7,000 7,000 CN			28,000 28,000 CN

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
43A Rebuilding Community Infrastructure-FY19	7,000 7,000 CT						7,000 7,000 CT
43B Rebuilding Community Infrastructure-FY18	6,911 6,911 CT						6,911 6,911 CT
44 Neighborhood Parks and Facilities	2,155 290 CA 865 CN 1,000 PB	1,850 850 CN 1,000 PB	1,600 600 CN 1,000 PB	1,800 800 CN 1,000 PB	1,900 900 CN 1,000 PB	900 900 CN	10,205 290 CA 4,915 CN 5,000 PB
44A Neighborhood Parks-FY19	1,750 250 CT 1,500 PT						1,750 250 CT 1,500 PT
44B Neighborhood Parks-FY18	1,501 1,501 PT						1,501 1,501 PT
44C Neighborhood Parks-FY17	2,507 6 CT 2,501 PT						2,507 6 CT 2,501 PT
44D Neighborhood Parks-FY15	1,719 219 CT 1,500 PT						1,719 219 CT 1,500 PT
45 Natural Lands / Large Manicured Parks/Buildings	8,710 3,910 CN 3,000 FB 300 PB 1,500 SB	7,690 3,390 CN 3,000 FB 300 PB 1,000 SB	7,175 2,875 CN 3,000 FB 300 PB 1,000 SB	8,050 3,750 CN 3,000 FB 300 PB 1,000 SB	8,300 4,000 CN 3,000 FB 300 PB 1,000 SB	2,400 2,400 CN	42,325 20,325 CN 15,000 FB 1,500 PB 5,500 SB

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
45A Natural Lands/Large Manicured Parks-FY19	9,380						9,380
	2,150 CR						2,150 CR
	2,010 CT						2,010 CT
	3,000 FT						3,000 FT
	720 PT						720 PT
	1,500 ST						1,500 ST
45B Natural Lands/Large Manicured Parks-FY18	5,412						5,412
	3,012 CT						3,012 CT
	1,000 FT						1,000 FT
	1,400 PT						1,400 PT
45C Natural Lands/Large Manicured Parks-FY16	3,712						3,712
	1,192 CT						1,192 CT
	1,000 FT						1,000 FT
	580 PT						580 PT
	940 ST						940 ST
45D Natural Lands/Large Manicured Parks-FY15	637						637
	387 CT						387 CT
	100 PT						100 PT
	150 ST						150 ST

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000						
46 Parks and Recreation Projects	8,500	5,500	4,000	3,500	3,500	3,500	28,500
	1,500 CN	1,000 CN	1,000 CN	500 CN	500 CN	500 CN	5,000 CN
	1,000 FB	6,000 FB					
	2,000 PB	1,000 PB					3,000 PB
	4,000 SB	2,500 SB	2,000 SB	2,000 SB	2,000 SB	2,000 SB	14,500 SB
46A Parks and Recreation Projects-FY19	6,650						6,650
	650 CT						650 CT
	2,500 FT						2,500 FT
	1,000 PT						1,000 PT
	2,500 ST						2,500 ST
46B Parks and Recreation Projects-FY18	6,409						6,409
	1,809 CT						1,809 CT
	3,500 FT						3,500 FT
	1,000 PT						1,000 PT
	100 ST						100 ST
46C Parks and Recreation Projects-FY16	5,883						5,883
	897 CT						897 CT
	2,186 FT						2,186 FT
	1,000 PT						1,000 PT
	1,800 ST						1,800 ST

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000						
47J Improvements to Existing Recreation Facilities-CD1-FY10	21 21 CT						21 21 CT
48 Improvements to Existing Recreation Facilities-CD2	790 790 CN	4,740 4,740 CN					
48A Improvements to Existing Recreation Facilities-CD2-FY19	790 790 CT						790 790 CT
48B Improvements to Existing Recreation Facilities-CD2-FY18	647 647 CT						647 647 CT
48C Improvements to Existing Recreation Facilities-CD2-FY17	304 304 CT						304 304 CT
48D Improvements to Existing Recreation Facilities-CD2-FY16	41 41 CT						41 41 CT
48E Improvements to Existing Recreation Facilities-CD2-FY15	49 49 CT						49 49 CT
48F Improvements to Existing Recreation Facilities-CD2-FY14	113 113 CT						113 113 CT
48G Improvements to Existing Recreation Facilities-CD2-FY13	250 250 CT						250 250 CT
48H Improvements to Existing Recreation Facilities-CD2-FY12	82 82 CT						82 82 CT
48I Improvements to Existing Recreation Facilities-CD2-FY11	42 42 CT						42 42 CT
48J Improvements to Existing Recreation Facilities-CD2-FY10	40 40 CT						40 40 CT

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000						
50B Improvements to Existing Recreation Facilities-CD4-FY18	250 250 CT						250 250 CT
50C Improvements to Existing Recreation Facilities-CD4-FY17	251 251 CT						251 251 CT
50D Improvements to Existing Recreation Facilities-CD4-FY16	181 181 CT						181 181 CT
50E Improvements to Existing Recreation Facilities-CD4-FY15	130 130 CT						130 130 CT
50F Improvements to Existing Recreation Facilities-CD4-FY14	277 277 CT						277 277 CT
50G Improvements to Existing Recreation Facilities-CD4-FY13	109 109 CT						109 109 CT
50H Improvements to Existing Recreation Facilities-CD4-FY12	6 6 CT						6 6 CT
50I Improvements to Existing Recreation Facilities-CD4-FY11	94 94 CT						94 94 CT
50J Improvements to Existing Recreation Facilities-CD4-FY10	50 50 CT						50 50 CT
50K Improvements to Existing Recreation Facilities-CD4-FY09	2 2 CT						2 2 CT
50L Improvements to Existing Recreation Facilities-CD4-FY08	7 7 CT						7 7 CT
51 Improvements to Existing Recreation Facilities-CD5	790 790 CN	4,740 4,740 CN					

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
51A Improvements to Existing Recreation Facilities-CD5-FY19	790 790 CT						790 790 CT
51B Improvements to Existing Recreation Facilities-CD5-FY18	790 790 CT						790 790 CT
51C Improvements to Existing Recreation Facilities-CD5-FY17	790 790 CT						790 790 CT
51D Improvements to Existing Recreation Facilities-CD5-FY16	737 737 CT						737 737 CT
51E Improvements to Existing Recreation Facilities-CD5-FY15	196 196 CT						196 196 CT
51F Improvements to Existing Recreation Facilities-CD5-FY14	26 26 CT						26 26 CT
51G Improvements to Existing Recreation Facilities-CD5-FY13	8 8 CT						8 8 CT
51H Improvements to Existing Recreation Facilities-CD5-FY12	365 365 CT						365 365 CT
51I Improvements to Existing Recreation Facilities-CD5-FY11	87 87 CT						87 87 CT
51J Improvements to Existing Recreation Facilities-CD5-FY10	168 168 CT						168 168 CT
51K Improvements to Existing Recreation Facilities-CD5-FY09	67 67 CT						67 67 CT
51L Improvements to Existing Recreation Facilities-CD5-FY08	3 3 CT						3 3 CT
51M Improvements to Existing Recreation Facilities-CD5-FY07	126						126

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000						
53E Improvements to Existing Recreation Facilities-CD7-FY15	114 114 CT						114 114 CT
53F Improvements to Existing Recreation Facilities-CD7-FY14	206 206 CT						206 206 CT
53G Improvements to Existing Recreation Facilities-CD7-FY13	30 30 CT						30 30 CT
53H Improvements to Existing Recreation Facilities-CD7-FY12	166 166 CT						166 166 CT
53I Improvements to Existing Recreation Facilities-CD7-FY11	113 113 CT						113 113 CT
53J Improvements to Existing Recreation Facilities-CD7-FY10	11 11 CT						11 11 CT
53K Improvements to Existing Recreation Facilities-CD7-FY09	64 64 CT						64 64 CT
53L Improvements to Existing Recreation Facilities-CD7-FY08	59 59 CT						59 59 CT
53M Improvements to Existing Recreation Facilities-CD7-FY06	41 41 CT						41 41 CT
53N Improvements to Existing Recreation Facilities-CD7-FY05	31 31 CT						31 31 CT
53O Improvements to Existing Recreation Facilities-CD7-FY03	24 24 CT						24 24 CT
54 Improvements to Existing Recreation Facilities-CD8	790 790 CN	4,740 4,740 CN					

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
54A Improvements to Existing Recreation Facilities-CD8-FY19	790 790 CT						790 790 CT
54B Improvements to Existing Recreation Facilities-CD8-FY18	619 619 CT						619 619 CT
54C Improvements to Existing Recreation Facilities-CD8-FY17	654 654 CT						654 654 CT
54D Improvements to Existing Recreation Facilities-CD8-FY16	343 343 CT						343 343 CT
54E Improvements to Existing Recreation Facilities-CD8-FY15	50 50 CT						50 50 CT
54F Improvements to Existing Recreation Facilities-CD8-FY14	21 21 CT						21 21 CT
54G Improvements to Existing Recreation Facilities-CD8-FY13	209 209 CT						209 209 CT
54H Improvements to Existing Recreation Facilities-CD8-FY11	53 53 CT						53 53 CT
54I Improvements to Existing Recreation Facilities-CD8-FY09	46 46 CT						46 46 CT
54J Improvements to Existing Recreation Facilities-CD8-FY08	363 363 CT						363 363 CT
54K Improvements to Existing Recreation Facilities-CD8-FY07	1 1 CT						1 1 CT
54L Improvements to Existing Recreation Facilities-CD8-FY05	68 68 CT						68 68 CT
54M Improvements to Existing Recreation Facilities-CD8-FY04	112						112

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
56G Improvements to Existing Recreation Facilities-CD10-FY13	449 449 CT						449 449 CT
56H Improvements to Existing Recreation Facilities-CD10-FY12	254 254 CT						254 254 CT
56I Improvements to Existing Recreation Facilities-CD10-FY11	531 531 CT						531 531 CT
56J Improvements to Existing Recreation Facilities-CD10-FY10	66 66 CT						66 66 CT
56K Improvements to Existing Recreation Facilities-CD10-FY09	1 1 CT						1 1 CT
56L Improvements to Existing Recreation Facilities-CD10-FY07	1 1 CT						1 1 CT
56M Improvements to Existing Recreation Facilities-CD10-FY04	89 89 CT						89 89 CT
57 Cultural Facilities Improvements	1,100 1,100 CN	1,500 1,500 CN	500 500 CN	100 100 CN	100 100 CN		3,300 3,300 CN
57A Cultural Facilities Improvements-FY19	1,000 1,000 CT						1,000 1,000 CT
57B Cultural Facilities Improvements-FY18	4,000 1,000 CT 3,000 PT						4,000 1,000 CT 3,000 PT

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
57C Cultural Facilities Improvements-FY14	3,324 124 CT 3,200 PT						3,324 124 CT 3,200 PT
57D Cultural Facilities Improvements-FY13	9,413 13 CT 9,400 PT						9,413 13 CT 9,400 PT
58A Building Improvements-FY14	306 205 CT 101 PT						306 205 CT 101 PT
58B Building Improvements-FY13	1,982 82 CT 1,700 PT 200 ST						1,982 82 CT 1,700 PT 200 ST
58C Building Improvements-FY12	2 2 CT						2 2 CT
59A Infrastructure-FY12	113 113 CT						113 113 CT
60A Parkland - Site Improvements-FY14	2,974 114 CT 2,421 PT 439 ST						2,974 114 CT 2,421 PT 439 ST
60B Parkland - Site Improvements-FY13	333 3 CT 165 PT 165 ST						333 3 CT 165 PT 165 ST

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
60C Parkland - Site Improvements-FY11	500 500 ST						500 500 ST
60D Parkland - Site Improvements-FY10	7,191 83 CT 1,858 FT 3,800 PT 1,450 ST						7,191 83 CT 1,858 FT 3,800 PT 1,450 ST
60E Parkland - Site Improvements-FY09	4,508 55 CT 374 FT 3,195 ST 884 TT						4,508 55 CT 374 FT 3,195 ST 884 TT
60F Parkland - Site Improvements-FY08	14 14 ST						14 14 ST
61A Roadways, Footways, and Parking-FY14	1,446 246 CT 1,200 ST						1,446 246 CT 1,200 ST
61B Roadways, Footways, and Parking-FY13	689 172 CT 517 ST						689 172 CT 517 ST
61C Roadways, Footways, and Parking-FY11	1,810 110 CT 1,000 FT 700 ST						1,810 110 CT 1,000 FT 700 ST

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
61D Roadways, Footways, and Parking-FY10	45						45
	45 CT						45 CT
62A Improvements to Existing Recreation Facilities - Infrastructure-FY14	38						38
	38 CT						38 CT
62B Improvements to Existing Recreation Facilities - Infrastructure-FY13	299						299
	299 CT						299 CT
62C Improvements to Existing Recreation Facilities - Infrastructure-FY12	574						574
	574 CT						574 CT
62D Improvements to Existing Recreation Facilities - Infrastructure-FY11	1,090						1,090
	1,090 CT						1,090 CT
62E Improvements to Existing Recreation Facilities - Infrastructure-FY10	14						14
	14 CT						14 CT
63A Improvements to Existing Recreation Facilities - Swimming Pools-FY12	3						3
	3 CT						3 CT
64A Improvements to Existing Recreation Facilities - Life Safety Systems-FY14	76						76
	76 CT						76 CT
64B Improvements to Existing Recreation Facilities - Life Safety Systems-FY12	42						42
	42 CT						42 CT
64C Improvements to Existing Recreation Facilities - Life Safety Systems-FY11	55						55
	55 CT						55 CT

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
65A Grant Funded Recreation Improvements-FY14	533 33 CT 500 ST						533 33 CT 500 ST
65B Grant Funded Recreation Improvements-FY13	1,008 8 CT 1,000 ST						1,008 8 CT 1,000 ST
65C Grant Funded Recreation Improvements-FY12	554 25 CT 529 ST						554 25 CT 529 ST
65D Grant Funded Recreation Improvements-FY11	2,482 13 CT 1,100 PT 1,369 ST						2,482 13 CT 1,100 PT 1,369 ST
PARKS AND RECREATION	190,832 450 CA 23,800 CN 2,518 CR 75,211 CT 4,000 FB 16,418 FT 3,300 PB 38,689 PT 5,500 SB 20,062 ST 884 TT	32,440 CN	29,175 CN	29,350 CN	22,950 CN	15,450 FB	320,197 450 CA 115,465 CN 2,518 CR 75,211 CT 21,000 FB 16,418 FT 9,500 PB 38,689 PT 20,000 SB 20,062 ST 884 TT

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
66E Police Facilities - Renovations-FY14	1,944 1,702 A 242 CT						1,944 1,702 A 242 CT
66F Police Facilities - Renovations-FY13	7 7 CT						7 7 CT
66G Police Facilities - Renovations-FY12	136 136 CT						136 136 CT
66H Police Facilities - Renovations-FY08	925 925 A						925 925 A
POLICE FACILITIES	50,518 2,627 A 66 CA 17,550 CN 25,275 CT 5,000 TB	18,300	10,500	11,500	13,000	18,000	121,818 2,627 A 66 CA 88,850 CN 25,275 CT 5,000 TB
POLICE	50,518 2,627 A 66 CA 17,550 CN 25,275 CT 5,000 TB	18,300	10,500	11,500	13,000	18,000	121,818 2,627 A 66 CA 88,850 CN 25,275 CT 5,000 TB

2020	2021	2022	2023	2024	2025	2020 - 2025
\$x000						

PRISONS

CORRECTIONAL INSTITUTIONS - CAPITAL

67	Prison System - Renovations	2,058 58 CA	2,750 2,750 CN	8,900 8,900 CN	9,300 9,300 CN	7,700 7,700 CN	7,300 7,300 CN	38,008 58 CA 35,950 CN 2,000 CR
67A	Prison System - Renovations-FY18	1,404 1,404 CT						1,404 1,404 CT
67B	Prison System - Renovations-FY17	3,862 3,862 CT						3,862 3,862 CT
67C	Prison System - Renovations-FY16	5,400 1,700 CT 3,700 TT						5,400 1,700 CT 3,700 TT
67D	Prison System - Renovations-FY15	1,570 1,570 CT						1,570 1,570 CT

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
67E Prison System - Renovations-FY14	1,295 1,295 CT						1,295 1,295 CT
67F Prison System - Renovations-FY13	327 327 CT						327 327 CT
67G Prison System - Renovations-FY12	61 61 CT						61 61 CT
<i>CORRECTIONAL INSTITUTIONS - CAPITAL</i>	15,977 58 CA 2,000 CR 10,219 CT 3,700 TT	2,750 2,750 CN	8,900 8,900 CN	9,300 9,300 CN	7,700 7,700 CN	7,300 7,300 CN	51,927 58 CA 35,950 CN 2,000 CR 10,219 CT 3,700 TT
PRISONS	15,977 58 CA 2,000 CR 10,219 CT 3,700 TT	2,750 2,750 CN	8,900 8,900 CN	9,300 9,300 CN	7,700 7,700 CN	7,300 7,300 CN	51,927 58 CA 35,950 CN 2,000 CR 10,219 CT 3,700 TT

2020	2021	2022	2023	2024	2025	2020 - 2025
\$x000						

PUBLIC PROPERTY

BUILDINGS AND FACILITIES - OTHER

68	Citywide Asbestos Abatement & Environmental Remediation	500 500 CN	500 500 CN	500 500 CN	500 500 CN	500 500 CN	500 500 CN	3,000 3,000 CN
68A	Citywide Asbestos Abatement & Environmental Remediation-FY19	500 500 CT						500 500 CT
68B	Citywide Asbestos Abatement & Environmental Remediation-FY18	19 19 CT						19 19 CT
69	Improvements to Municipal Facilities	19,061 61 CA 4,200 CN 6,100 CR 100 FB 1,100 PB 7,500 TB	6,900 5,200 CN 500 CR 100 FB 1,100 PB	15,400 13,700 CN 500 CR 100 FB 1,100 PB	16,400 14,700 CN 500 CR 100 FB 1,100 PB	7,900 7,200 CN 500 CR 100 FB 100 PB	8,900 8,200 CN 500 CR 100 FB 100 PB	74,561 61 CA 53,200 CN 8,600 CR 600 FB 4,600 PB 7,500 TB

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
69A Improvements to Municipal Facilities-FY19	5,843 2,443 CR 1,700 CT 600 FT 1,100 PT						5,843 2,443 CR 1,700 CT 600 FT 1,100 PT
69B Improvements to Municipal Facilities-FY18	6,944 5,794 CT 50 FT 1,100 PT						6,944 5,794 CT 50 FT 1,100 PT
69C Improvements to Municipal Facilities-FY17	626 626 CT						626 626 CT
69D Improvements to Municipal Facilities-FY16	719 719 CT						719 719 CT
69E Improvements to Municipal Facilities-FY15	247 247 CT						247 247 CT
69F Improvements to Municipal Facilities-FY14	99 99 CT						99 99 CT
69G Improvements to Municipal Facilities-FY12	99 99 CT						99 99 CT
69H Improvements to Municipal Facilities-FY11	31 31 CT						31 31 CT

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<i>BUILDINGS AND FACILITIES - OTHER</i>	34,688	7,400	15,900	16,900	8,400	9,400	92,688
61 CA							61 CA
4,700 CN	4,700 CN	5,700 CN	14,200 CN	15,200 CN	7,700 CN	8,700 CN	56,200 CN
8,543 CR	8,543 CR	500 CR	500 CR	500 CR	500 CR	500 CR	11,043 CR
9,834 CT	9,834 CT						9,834 CT
100 FB	100 FB	100 FB	100 FB	100 FB	100 FB	100 FB	600 FB
650 FT							650 FT
1,100 PB	1,100 PB	1,100 PB	1,100 PB	1,100 PB	100 PB	100 PB	4,600 PB
2,200 PT							2,200 PT
7,500 TB							7,500 TB
<i>PUBLIC PROPERTY - CAPITAL PROG ADMIN</i>							
70 Capital Program Administration Design and Engineering	2,850						2,850
	2,850 CN						2,850 CN
70A Capital Program Administration Design and Engineering-FY19	3,800						3,800
	3,500 CT						3,500 CT
	300 TT						300 TT
70B Capital Program Administration Design and Engineering-FY18	1,000						1,000
	1,000 CT						1,000 CT
70C Capital Program Administration Design and Engineering-FY17	225						225
	225 CT						225 CT
70D Capital Program Administration Design and Engineering-FY14	142						142
	142 CT						142 CT
70E Capital Program Administration Design and Engineering-FY12	518						518
	518 CT						518 CT
<i>PUBLIC PROPERTY - CAPITAL PROG ADMIN</i>	8,535						8,535
	2,850 CN						2,850 CN
	5,385 CT						5,385 CT
	300 TT						300 TT

2020	2021	2022	2023	2024	2025	2020 - 2025
\$x000						

RECORDS

CAPITAL PROJECTS

71	Records Improvements	75 75 CN	250 250 CN				325 325 CN
71A	Records Improvements-FY19	550 550 CT					550 550 CT
71B	Records Improvements-FY18	219 219 CT					219 219 CT
71C	Records Improvements-FY17	209 209 CT					209 209 CT
71D	Records Improvements-FY15	195 195 CT					195 195 CT
71E	Records Improvements-FY14	32 32 CT					32 32 CT
71F	Records Improvements-FY13	11 11 CT					11 11 CT
71G	Records Improvements-FY11	1 1 CT					1 1 CT
<i>CAPITAL PROJECTS</i>		1,292 75 CN 1,217 CT	250 250 CN				1,542 325 CN 1,217 CT
RECORDS		1,292 75 CN 1,217 CT	250 250 CN				1,542 325 CN 1,217 CT

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
72C Bridge Reconstruction & Improvements-FY17	1,750 1,750 CT						1,750 1,750 CT
72D Bridge Reconstruction & Improvements-FY16	1,294 1,294 CT						1,294 1,294 CT
72E Bridge Reconstruction & Improvements-FY15	1,000 1,000 CT						1,000 1,000 CT
72F Bridge Reconstruction & Improvements-FY14	473 473 CT						473 473 CT
BRIDGES	202,253	53,100	24,100	23,600	23,600	23,600	350,253
	500 CA						500 CA
	2,856 CN	3,000 CN	2,500 CN	2,000 CN	2,000 CN	2,000 CN	14,356 CN
	7,467 CT						7,467 CT
	78,270 FB	40,000 FB	16,000 FB	16,000 FB	16,000 FB	16,000 FB	182,270 FB
	51,200 FT						51,200 FT
	3,260 PB						3,260 PB
	42,100 SB	10,100 SB	5,600 SB	5,600 SB	5,600 SB	5,600 SB	74,600 SB
	16,600 ST						16,600 ST
GRADING & PAVING							
73 Reconstruction/Resurfacing of Streets	31,500 3,600 CA 27,900 CN	32,600 32,600 CN	35,300 35,300 CN	38,000 38,000 CN	38,000 38,000 CN	38,000 38,000 CN	213,400 3,600 CA 209,800 CN
73A Reconstruction/Resurfacing of Streets-FY19	24,550 23,550 CT 1,000 TT						24,550 23,550 CT 1,000 TT
73B Reconstruction/Resurfacing of Streets-FY18	9,365 9,365 CT						9,365 9,365 CT

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
73C Reconstruction/Resurfacing of Streets-FY17	1 1 CT						1 1 CT
73D Reconstruction/Resurfacing of Streets-FY16	151 151 CT						151 151 CT
73E Reconstruction/Resurfacing of Streets-FY15	1 1 CT						1 1 CT
73F Reconstruction/Resurfacing of Streets-FY14	518 267 A 251 CT						518 267 A 251 CT
74A Modernization of Transportation Facilities-FY18	900 900 CT						900 900 CT
76 Highways Citywide	1,000 1,000 CN	1,000 1,000 CN	500 500 CN	500 500 CN	500 500 CN	500 500 CN	4,000 4,000 CN
76A Rehabilitation of Stairways in Manayunk and Citywide-FY16	171 171 CT						171 171 CT
GRADING & PAVING	68,157 267 A 3,600 CA 28,900 CN 34,390 CT 1,000 TT	33,600 33,600 CN	35,800 35,800 CN	38,500 38,500 CN	38,500 38,500 CN	38,500 38,500 CN	253,057 267 A 3,600 CA 213,800 CN 34,390 CT 1,000 TT

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
78C Modernization of Sanitation Facilities-FY16	206 206 CT						206 206 CT
78D Modernization of Sanitation Facilities-FY15	2 2 CT						2 2 CT
SANITATION	3,631 2,500 CN 1,131 CT	1,500 1,500 CN	500 500 CN	500 500 CN	500 500 CN		6,631 5,500 CN 1,131 CT
STREET LIGHTING							
79 Street Lighting Improvements	1,000 1,000 CN	1,950 1,950 CN	2,450 2,450 CN	1,850 1,850 CN	1,850 1,850 CN	1,850 1,850 CN	10,950 10,950 CN
79A Street Lighting Improvements-FY19	500 500 CT						500 500 CT
79B Street Lighting Improvements-FY18	1,000 1,000 CT						1,000 1,000 CT
79C Street Lighting Improvements-FY16	64 64 CT						64 64 CT
79D Alley Lighting Improvements-FY12	1 1 CT						1 1 CT
STREET LIGHTING	2,565 1,000 CN 1,565 CT	1,950 1,950 CN	2,450 2,450 CN	1,850 1,850 CN	1,850 1,850 CN	1,850 1,850 CN	12,515 10,950 CN 1,565 CT

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000						
<i>STREETS DEPARTMENT FACILITIES</i>							
80 Streets Department Facilities	1,300	785	100	100	100	100	2,485
	1,300 CN	785 CN	100 CN	100 CN	100 CN	100 CN	2,485 CN
80A Streets Department Facilities-FY19	7,350						7,350
	3,350 CT						3,350 CT
	4,000 PT						4,000 PT
<i>STREETS DEPARTMENT FACILITIES</i>	8,650	785	100	100	100	100	9,835
	1,300 CN	785 CN	100 CN	100 CN	100 CN	100 CN	2,485 CN
	3,350 CT						3,350 CT
	4,000 PT						4,000 PT

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
81C Traffic Control-FY17	1,300 1,300 CT						1,300 1,300 CT
81D Traffic Control-FY16	454 454 CT						454 454 CT
81E Traffic Control-FY15	447 447 CT						447 447 CT
81F Traffic Control-FY14	426 426 CT						426 426 CT
TRAFFIC ENGINEERING IMPS	85,387	23,800	14,000	58,000	58,000	98,000	337,187
	500 CA						500 CA
	5,850 CN	5,500 CN	4,500 CN	8,500 CN	8,500 CN	8,500 CN	41,350 CN
	7,077 CT						7,077 CT
	29,900 FB	10,000 FB	4,000 FB	34,000 FB	34,000 FB	64,000 FB	175,900 FB
	8,000 FT						8,000 FT
	3,260 PB						3,260 PB
	22,800 SB	8,300 SB	5,500 SB	15,500 SB	15,500 SB	25,500 SB	93,100 SB
	8,000 ST						8,000 ST
STREETS	540,209	154,735	134,950	158,950	160,550	196,850	1,346,244
	267 A						267 A
	5,100 CA						5,100 CA
	43,156 CN	50,535 CN	52,850 CN	56,450 CN	56,450 CN	55,950 CN	315,391 CN
	67,956 CT						67,956 CT
	171,770 FB	81,800 FB	55,000 FB	75,400 FB	77,000 FB	103,800 FB	564,770 FB
	124,040 FT						124,040 FT
	6,520 PB						6,520 PB
	5,000 PT						5,000 PT
	90,800 SB	22,400 SB	27,100 SB	27,100 SB	27,100 SB	37,100 SB	231,600 SB
	24,600 ST						24,600 ST
	1,000 TT						1,000 TT

2020	2021	2022	2023	2024	2025	2020 - 2025
\$x000						

TRANSIT

TRANSIT IMPROVEMENTS - SEPTA

	2020	2021	2022	2023	2024	2025	2020 - 2025
82 SEPTA Bridge, Track, Signal, and Infrastructure Improvements	153,712	153,674	147,795	150,313	128,273	136,413	870,180
	3,207 CN	3,565 CN	3,417 CN	3,570 CN	3,047 CN	3,256 CN	20,062 CN
	20,229 FO	4,430 FO	4,855 FO				29,514 FO
	129,199 SO	144,475 SO	138,330 SO	145,465 SO	124,136 SO	132,013 SO	813,618 SO
	1,077 TO	1,204 TO	1,193 TO	1,278 TO	1,090 TO	1,144 TO	6,986 TO

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000						
82A SEPTA Bridge, Track, Signal, and Infrastructure Improvements-FY19	2,609						2,609
	2,609 CT						2,609 CT
82B SEPTA Bridge, Track, Signal, and Infrastructure Improvements-FY15	1						1
	1 CT						1 CT
83 SEPTA Station and Parking Improvements	39,779	56,223	53,586	37,293	36,119	19,432	242,432
	1,318 CN	1,696 CN	1,636 CN	1,169 CN	1,124 CN	585 CN	7,528 CN
		1,094 FO	1,893 FO	633 FO			3,620 FO
	38,461 SO	53,352 SO	50,025 SO	35,477 SO	34,955 SO	18,804 SO	231,074 SO
		81 TO	32 TO	14 TO	40 TO	43 TO	210 TO
83A SEPTA Station and Parking Improvements-FY19	1,750						1,750
	1,750 CT						1,750 CT
84 SEPTA Passenger Information, Communications, and System Controls	88,765						88,765
	55 CN						55 CN
	83,265 FO						83,265 FO
	5,316 SO						5,316 SO
	129 TO						129 TO

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000						
84A SEPTA Passenger Information, Communications, and System Controls-FY19	611						611
	611 CT						611 CT
85 Rail Vehicle / Equipment Acquisition and Improvement Program			81,298	38,000	53,636	50,000	222,934
			20 CN	406 CN	850 CN	930 CN	2,206 CN
			73,413 FO	20,000 FO	16,000 FO	8,800 FO	118,213 FO
			7,564 SO	17,420 SO	36,422 SO	39,871 SO	101,277 SO
			301 TO	174 TO	364 TO	399 TO	1,238 TO
TRANSIT IMPROVEMENTS - SEPTA	287,227	209,897	282,679	225,606	218,028	205,845	1,429,282
	4,580 CN	5,261 CN	5,073 CN	5,145 CN	5,021 CN	4,771 CN	29,851 CN
	4,971 CT						4,971 CT
	103,494 FO	5,524 FO	80,161 FO	20,633 FO	16,000 FO	8,800 FO	234,612 FO
	172,976 SO	197,827 SO	195,919 SO	198,362 SO	195,513 SO	190,688 SO	1,151,285 SO
	1,206 TO	1,285 TO	1,526 TO	1,466 TO	1,494 TO	1,586 TO	8,563 TO
TRANSIT	287,227	209,897	282,679	225,606	218,028	205,845	1,429,282
	4,580 CN	5,261 CN	5,073 CN	5,145 CN	5,021 CN	4,771 CN	29,851 CN
	4,971 CT						4,971 CT
	103,494 FO	5,524 FO	80,161 FO	20,633 FO	16,000 FO	8,800 FO	234,612 FO
	172,976 SO	197,827 SO	195,919 SO	198,362 SO	195,513 SO	190,688 SO	1,151,285 SO
	1,206 TO	1,285 TO	1,526 TO	1,466 TO	1,494 TO	1,586 TO	8,563 TO

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<i>CONVEYANCE SYSTEMS - CAPITAL</i>							
87	113,060	87,060	203,360	96,060	100,060	100,060	699,660
	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	60 PB
	100 SB	100 SB	100 SB	100 SB	100 SB	100 SB	600 SB
	112,350 XN	86,350 XN	202,650 XN	95,350 XN	99,350 XN	99,350 XN	695,400 XN
	500 XR	500 XR	500 XR	500 XR	500 XR	500 XR	3,000 XR
87A	62,153						62,153
	500 XR						500 XR
	61,653 XT						61,653 XT
87B	17,718						17,718
	18 XR						18 XR
	17,700 XT						17,700 XT
87C	9						9
	9 XT						9 XT
<i>CONVEYANCE SYSTEMS - CAPITAL</i>							
	192,940	87,060	203,360	96,060	100,060	100,060	779,540
	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	60 PB
	100 SB	100 SB	100 SB	100 SB	100 SB	100 SB	600 SB
	112,350 XN	86,350 XN	202,650 XN	95,350 XN	99,350 XN	99,350 XN	695,400 XN
	1,018 XR	500 XR	500 XR	500 XR	500 XR	500 XR	3,518 XR
	79,362 XT						79,362 XT

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000						

GENERAL - CAPITAL

88	Engineering and Material Support	28,047	28,528	29,024	29,535	30,061	30,603	175,798
		28,047 XR	28,528 XR	29,024 XR	29,535 XR	30,061 XR	30,603 XR	175,798 XR
88A	Engineering and Material Support-FY19	23,228						23,228
		23,228 XR						23,228 XR
88B	Engineering and Material Support-FY18	67						67
		67 XR						67 XR
88C	Engineering and Material Support-FY16	798						798
		798 XR						798 XR
88D	Engineering and Material Support-FY15	1						1
		1 XR						1 XR
GENERAL - CAPITAL		52,141	28,528	29,024	29,535	30,061	30,603	199,892
		52,141 XR	28,528 XR	29,024 XR	29,535 XR	30,061 XR	30,603 XR	199,892 XR

TREATMENT FACILITIES - CAPITAL

89	Improvements to Treatment Facilities	120,000	120,000	336,192	369,192	165,192	159,192	1,269,768
		50 FB	50 FB	50 FB	50 FB	50 FB	50 FB	300 FB
		50 SB	50 SB	50 SB	50 SB	50 SB	50 SB	300 SB
		99,800 XN	106,841 XN	318,271 XN	346,676 XN	144,549 XN	142,993 XN	1,159,130 XN
		20,100 XR	13,059 XR	17,821 XR	22,416 XR	20,543 XR	16,099 XR	110,038 XR

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
89A Improvements to Treatment Facilities-FY19	99,252 737 XR 98,515 XT						99,252 737 XR 98,515 XT
89B Improvements to Treatment Facilities-FY18	13,597 208 XR 13,389 XT						13,597 208 XR 13,389 XT
89C Improvements to Treatment Facilities-FY17	342 342 XR						342 342 XR
89D Improvements to Treatment Facilities-FY16	10,969 10,969 XR						10,969 10,969 XR
TREATMENT FACILITIES - CAPITAL	244,160 50 FB 50 SB 99,800 XN 32,356 XR 111,904 XT	120,000 50 FB 50 SB 106,841 XN 13,059 XR	336,192 50 FB 50 SB 318,271 XN 17,821 XR	369,192 50 FB 50 SB 346,676 XN 22,416 XR	165,192 50 FB 50 SB 144,549 XN 20,543 XR	159,192 50 FB 50 SB 142,993 XN 16,099 XR	1,393,928 300 FB 300 SB 1,159,130 XN 122,294 XR 111,904 XT
WATER	736,137 550 FB 20 PB 550 SB 100 TB 309,971 XN 135,654 XR 289,292 XT	448,348 550 FB 20 PB 550 SB 100 TB 389,141 XN 57,987 XR	776,736 550 FB 20 PB 550 SB 100 TB 718,171 XN 57,345 XR	702,947 550 FB 20 PB 550 SB 100 TB 639,276 XN 62,451 XR	503,473 550 FB 20 PB 550 SB 100 TB 433,149 XN 69,104 XR	498,015 550 FB 20 PB 550 SB 100 TB 429,693 XN 67,102 XR	3,665,656 3,300 FB 120 PB 3,300 SB 600 TB 2,919,401 XN 449,643 XR 289,292 XT

2020	2021	2022	2023	2024	2025	2020 - 2025
\$x000						

ZOO

PHILADELPHIA ZOO - CAPITAL

90 Philadelphia Zoo Facility and Infrastructure Improvements	16,002	16,000	16,000	16,000	15,500	500	80,002
	2 CA						2 CA
	1,000 CN	1,000 CN	1,000 CN	1,000 CN	500 CN	500 CN	5,000 CN
	15,000 PB		75,000 PB				
90A Philadelphia Zoo Facility and Infrastructure Improvements-FY19	16,500						16,500
	1,500 CT						1,500 CT
	15,000 PT						15,000 PT
90B Philadelphia Zoo Facility and Infrastructure Improvements-FY18	13,000						13,000
	13,000 PT						13,000 PT
90C Philadelphia Zoo Facility and Infrastructure Improvements-FY17	1,580						1,580
	1,580 PT						1,580 PT
90D Philadelphia Zoo Facility and Infrastructure Improvements-FY16	1,081						1,081
	1 CT						1 CT
	1,080 PT						1,080 PT
90E Philadelphia Zoo Facility and Infrastructure Improvements-FY15	3,100						3,100
	3,100 PT						3,100 PT

	2020	2021	2022	2023	2024	2025	2020 - 2025
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
90F Philadelphia Zoo Facility and Infrastructure Improvements-FY13	3						3
	3 CT						3 CT
PHILADELPHIA ZOO - CAPITAL	51,266	16,000	16,000	16,000	15,500	500	115,266
	2 CA						2 CA
	1,000 CN	1,000 CN	1,000 CN	1,000 CN	500 CN	500 CN	5,000 CN
	1,504 CT						1,504 CT
	15,000 PB		75,000 PB				
	33,760 PT						33,760 PT
ZOO	51,266	16,000	16,000	16,000	15,500	500	115,266
	2 CA						2 CA
	1,000 CN	1,000 CN	1,000 CN	1,000 CN	500 CN	500 CN	5,000 CN
	1,504 CT						1,504 CT
	15,000 PB		75,000 PB				
	33,760 PT						33,760 PT

