



**City of Philadelphia**  
**Five Year Financial and Strategic Plan**  
**for Fiscal Years 2016-2020**

**Twenty-Fourth Five Year Plan**  
**Pursuant to the**  
**Pennsylvania Intergovernmental Cooperation Authority Act**

**Presented to City Council March 5, 2015**

**Michael A. Nutter, Mayor**

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Philadelphia  
Pennsylvania**

For the Fiscal Year Beginning

**July 1, 2014**

Executive Director

## TABLE OF CONTENTS

<b>Letter from the Mayor</b>	<b>4</b>
<b>Executive Summary</b>	<b>6</b>
<b>Revenue Outlook</b>	<b>8</b>
Philadelphia Demographics	9
The National Economic Forecast	18
The City's FY16 Revenues	21
Governor's Proposed Budget	31
<b>Expenditure Outlook</b>	<b>35</b>
The City's FY16 Expenditures	36
Labor	41
Capital Budget	48
Goal 1: Philadelphia Becomes One of the Safest Cities in America – Overview	53
Department of Human Services	57
Fire Department	62
Department of Licenses and Inspections	66
L+I – Board of Building Standards	72
L+I – Board of Licenses and Inspections Review	73
L+I – Zoning Board of Adjustment	74
Managing Director's Office – Public Safety	75
Police Department	80
Philadelphia Prisons System	86
Goal 2: The Education and Health of Philadelphians Improves – Overview	91
Department of Behavioral Health and Intellectual disAbilities	96
Free Library	100
Human Relations Commission	104
Mayor's Office of Community Empowerment & Opportunity	107
Mayor's Office of Education	110
Office of Supportive Housing	116
Philadelphia Health Department	120
Youth Commission	127
Goal 3: Philadelphia is a Place of Choice – Overview	129
Art Museum	134
City Planning Commission	137
Department of Commerce	140
Division of Aviation	147
Historical Commission	153
Mural Arts Program	155
Office of Arts, Culture and the Creative Economy	158
Office of Housing and Community Development	162
Office of the City Representative	166
Philadelphia History Museum	171
Goal 4: Philadelphia Becomes the Greenest and Most Sustainable City in America	173

Department of Parks and Recreation	178
Mayor's Office of Sustainability	184
Mayor's Office of Transportation and Utilities	187
Streets Department	190
Water Department	195
Goal 5: Philadelphia Government Works Efficiently and Effectively, With Integrity and Responsiveness - Overview	202
Board of Pensions and Retirement	207
City Treasurer's Office	209
Civil Service Commission	211
Department of Public Property	213
Department of Revenue	217
Law Department	220
Managing Director's Office	223
Mayor's Office	228
Mayor's Office of Labor Relations	234
Office of Fleet Management	236
Office of Human Resources	239
Office of Innovation and Technology	243
Office of Property Assessment	247
Office of the Director of Finance	249
Office of the Inspector General	256
Procurement Department	259
Records Department	263
Independent/Elected Officials - Overview	265
Board of Ethics	267
Board of Revision of Taxes	268
City Controller	269
City Council	271
District Attorney	272
First Judicial District	273
Office of the City Commissioners	274
Register of Wills	275
Sheriff's Office	276
<b>Debt Management</b>	<b>277</b>
<b>Fund Balance Results and Projections</b>	<b>283</b>
<b>How Philadelphia Budgets</b>	<b>286</b>
Budget Overview and Process	287
Basis of Budgeting and Financial Policies	291
City of Philadelphia Organizational Chart	295
Glossary	296

**Appendices**

I. General Fund Summary Tables	299
II. Revenues and Expenditures	300
III. General Fund Full Time Positions	307
IV. Cash Flow Projection	308
V. Enterprise Funds - Aviation and Water	312
VI. Long Term Obligations	314
VII. Other Statutory Requirements	315
VIII. Five Year Obligation Summary by Department	316
IX. Six Year Capital Program	334

My Fellow Philadelphians:

I am pleased to present the final Five Year Financial and Strategic Plan of my administration.

In my January 2008 inaugural address, I presented a vision for a safer, smarter, greener, and healthier Philadelphia, with jobs and opportunity for all. To meet those ambitious goals, I pledged to reduce crime, increase the high school graduation rate, attract new businesses and residents to the city, and lead an ethical City government that is a responsible steward of taxpayer dollars. I am proud of the City's accomplishments over the past seven years across all of these fronts. While we have made great progress towards these goals, this Five Year Plan, the last of my tenure, reflects my aspiration of constantly making Philadelphia a better place to live, work, go to school, play, and visit. This Five Year Plan also reflects my goal of leaving the City fiscally sound and more efficient and effective.



Philadelphia continues to make progress on several fronts after weathering the Great Recession and the severe fiscal impact it had on our city. While we still face fiscal challenges since our tax receipts are growing moderately, new residents continue to move into the city and businesses continue to invest and create jobs in Philadelphia. We must keep this progress going. We are navigating a new normal; as tax revenues increase modestly and savings from efficiencies are realized, we must make important choices about how to invest taxpayer dollars. This Five Year Plan makes clear our priorities.

Our first priority: we must invest in our children. Over the last several years, my Administration, in partnership with City Council, has added an additional \$360 million in funding to the public school system. Local taxpayers have contributed in higher amounts than ever before. Despite these additional dollars, our students still do not have the resources that they need to thrive. A fair funding formula, alongside additional funds, is critically needed from the Commonwealth of Pennsylvania. This Five Year Plan proposes increasing the property tax to meet the request from the School District to make important investments in schools that will allow our children to receive the education they need.

Providing additional dollars for public schools has long-term benefits throughout the city. As this Five Year Plan shows, poverty and educational outcomes are linked – this investment will allow students to achieve more, helping to break the devastating impact that low educational attainment has on their lives. Our city is slowly gaining population, especially young professionals and empty nesters, but yet, we continue to lose families as their children reach school age. To further show my commitment to this effort, this Five Year Plan also includes additional funding for the Community College in order to ensure that tuition remains affordable. Improving our system of public education will help retain residents. We must together commit to making the investments in these areas to reach our goal of making Philadelphia a city with a premier public education system.

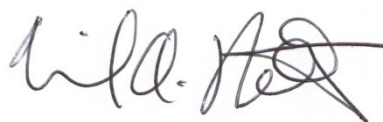
While crime statistics have reached record lows in recent history, there is still much to do to maintain these improvements and bring the level of violence down even further. This Five Year Plan allocates funding to maintain a sworn strength of 6,525 police officers. As recommended by the Department of Licenses and Inspections Advisory Commission and Oversight Board, this Five Year Plan also provides funding to allow the Department of Licenses and Inspections, and other departments responsible for building safety, to implement initiatives from its *2015 Plan for a Safer City*.

In addition, the Plan proposes other investments that will leave Philadelphia in a better place than when I came into office. It includes funding increases for investments in our neighborhood libraries and youth workforce development to expand youth workforce efforts to create summer jobs and encourage business and philanthropic business leaders to do the same. This Five Year Plan continues reductions to wage tax rates to spur job growth and those cuts could be even larger if proposals in the Governor's budget are enacted. It sets aside money for investments in equipment for police and fire fighters, City vehicle upgrades, and investments in data infrastructure to continue improving tax collection efforts as well as implementing funding for a five-year refresh cycle for computers.

We can also have a hand in accelerating our economic recovery by making the City more business friendly and supporting small businesses so that more jobs are created. This Five Year Plan supports continued business growth by improving streetscapes along commercial corridors and investing in the revitalization of Market East. We will also invest in the revitalization of neighborhoods by renovating firehouses, health centers, and libraries, and creating new park spaces along the Delaware and Schuylkill rivers.

Despite this progress, our pension system remains critically underfunded. My Administration continues to advocate for and has achieved important reforms that will have long-term positive results for the Pension Fund. Passage of the sales tax proposals in the Governor's proposal would provide a crucial additional resource for the pension fund.

We are proud of the progress made over the last seven years, but there is still much work to do. We must continue to work together and collaboratively to reach our long term goals for Philadelphia. Join me in making these investments in the future of Philadelphians and our great city.

A handwritten signature in dark ink, appearing to read "Mike Nutter", with a stylized flourish at the end.

Mayor Michael A. Nutter

## EXECUTIVE SUMMARY

---

In 2008, Mayor Michael A. Nutter laid out a vision for Philadelphia, focusing his Administration around five key goals designed to make the city safer, healthier, greener, and more competitive, and to create an ethical government that serves all of its citizens.

Philadelphia has made progress on these fronts after weathering the impacts of the recession and the slower than expected economic recovery. While overall revenues continue to modestly improve, the City faces important choices about how to invest taxpayer dollars. This Five Year Plan makes critical investments to further each of the Mayor's Five Goals. Moreover, the Governor's proposed budget would provide for significant local tax relief for Philadelphia, enabling the City to reduce wage and real estate taxes as well providing additional resources to its underfunded pension liability. Several of the most significant investments are as follows:

### **Goal 1: Philadelphia becomes one of the safest cities in America**

- Hire additional officers to maintain a sworn strength of 6,525 officers in the Police Department.
- Renovate facilities to improve police and fire stations, including the historic Engine 37 fire station in Chestnut Hill.
- Hire additional inspectors, focus on vacant property management, increase oversight of third party agencies, create a dedicated Fire Prevention Unit within the Department of Licenses and Inspections, and combine expertise with the Fire and Law Departments in order to ensure safe public and private demolitions in accordance with the Independent Special Advisory Commission's recommendations.
- Complete the Improving Outcomes for Children initiative in the Department of Human Services to fully transition to a community based service delivery model of care

### **Goal 2: The education and health of Philadelphians improves**

- Support the financial stability of the School District of Philadelphia by proposing a FY16 property tax increase and advocating for a full and fair funding formula and the additional funding included in the Governor's budget.
- Contribute additional funding to the Community College of Philadelphia to ensure that tuition remains affordable.
- Continue the City's successful anti-tobacco and anti-obesity efforts through the City's Get Healthy Philly program in the Health Department.
- Sustain housing and services provided to the homeless population by the Office of Supportive Housing.
- Create youth employment opportunities and encourage business and philanthropic partners to do the same.

### **Goal 3: Philadelphia is a place of choice**

- Continue wage tax reductions to make Philadelphia more competitive and promote job growth.
- Continue to expand the capacity of the Philadelphia International Airport.
- Improve and invest in streetscapes along neighborhood commercial corridors.
- Reduce blight and redevelop vacant land and properties through the Land Bank.
- Attract and support small businesses to establish Philadelphia as a hub for startups, entrepreneurship and investment.
- Continue to support and promote Philadelphia's national appeal as a destination for art.



- Provide funding for an underground concourse extension beneath 18<sup>th</sup> Street that will link the existing underground markets to the new Comcast Tower to be completed in 2017.

**Goal 4: Philadelphia becomes the greenest and most sustainable city in America**

- Invest in energy efficiency projects to reduce the environmental impact of City facilities.
- Expand and maintain the City's tree canopy.
- Create newly designed green spaces on the Benjamin Franklin Parkway and along the Schuylkill and Delaware Rivers.
- Invest in green infrastructure to better manage storm water and prevent pollution.
- Expand programming and conduct renovations at recreation centers in neighborhoods throughout the city.

**Goal 5: Philadelphia government works efficiently and effectively, with integrity and responsiveness.**

- Direct dedicated sales tax revenues into the City's Pension Fund as a part of the Governor's proposed budget reforms.
- Implement a number of initiatives to more effectively collect taxes owed to the City.
- Invest in critical information technology infrastructure including funding for a citywide computer refresh cycle and new business applications and make process changes necessary to modernize how the City operates.
- Prepare for and recruit the next generation of City government leaders as many City employees become eligible to retire.
- Invest adequate resources to replace the City's aging fleet.
- Implement program-based budgeting to identify the cost and effectiveness of City services.
- Continue to implement a citywide open data program by releasing data sets.

The FY16-FY20 Five Year Financial and Strategic Plan describes the current state of the city, presenting overviews of its demographics, economics, and labor force, as well as detailing the Administration's proposed revenues and expenditures and the Six Year Capital program. Each department chapter includes budget and performance trends and key accomplishments and initiatives in alignment with the Mayor's five goals. In addition, this Five Year Plan includes in depth discussions of the City's debt management and fund balance trends and projections.

# Revenue Outlook

## PHILADELPHIA DEMOGRAPHICS

Demographic trends can have a profound impact on the City's budget and financial planning process. Population changes, shifts in workforce age and skill sets, and trends relating to income, housing, and education all influence decisions around service delivery and impact the amount of revenue the City has to spend on these priorities.

Socioeconomic data indicate that Philadelphia has made significant progress over the past seven years; the population is growing and becoming more diverse, Philadelphians are becoming more educated, employment levels are rising, and key indicators of personal and household wealth are showing moderate gains. However, persistent poverty remains a challenge and Philadelphia ranks behind peer cities on key benchmarks relating to income and educational attainment.

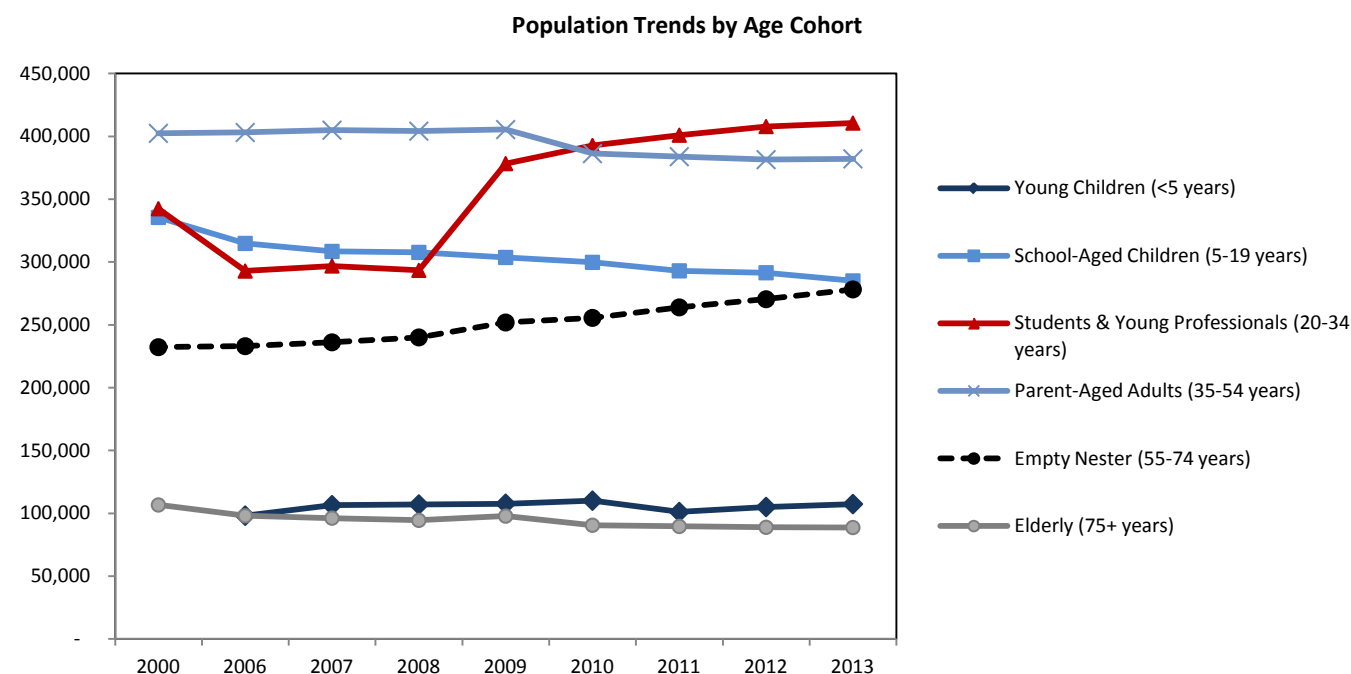
The table below provides a snapshot of the population of Philadelphia in 2013 (the latest full-year information). More details are discussed further in this chapter.

### Demographics Overview<sup>1</sup>

<b>Population</b>	<b>1,553,165</b>	<b>Population age 18 to 64</b>	
Young Children (<5 yrs)	<b>7.0%</b>	In the labor force	<b>70.3%</b>
School-Aged Children (5-19 yrs)	<b>18.3%</b>	<b>Unemployment Rate (December 2014)</b>	<b>6.2%</b>
Students/Young Professionals (20-34 yrs)	<b>26.4%</b>	<b>Educational Attainment</b>	
Parent-Aged Adults (35-54 yrs)	<b>24.6%</b>	High School Graduate	<b>82.2%</b>
Empty Nester (55-74 yrs)	<b>17.9%</b>	Some College/Associate's	<b>47.9%</b>
Elderly (75+ yrs)	<b>5.7%</b>	Bachelor's Degree	<b>25.2%</b>
		Graduate or Professional	<b>10.4%</b>
<b>Percent of Residents who are</b>		<b>Median Household Income</b>	<b>\$36,836</b>
Native to the United States	<b>87.3%</b>	<b>Percentage of Households with Income of</b>	
Foreign Born	<b>12.7%</b>	Less than \$35,000 a year	<b>47.4%</b>
<b>Racial Demographics</b>		\$35,000-\$74,999 a year	<b>30.0%</b>
Black or African American	<b>43.2%</b>	\$75,000-\$99,999 a year	<b>9.0%</b>
Non-Hispanic White	<b>36.2%</b>	\$100,000 and greater a year	<b>13.6%</b>
Hispanic or Latino	<b>13.3%</b>	<b>Poverty Rate</b>	<b>26.3%</b>
Asian	<b>6.8%</b>	Deep Poverty (50% below)	<b>11.9%</b>
Other	<b>0.6%</b>	<b>Median Home Value</b>	<b>\$136,800</b>
<b>Percent of Workers Employed by</b>		<b>Median Monthly Rent</b>	<b>\$913</b>
Government	<b>9.7%</b>	<b>Total Housing Units</b>	<b>667,625</b>
Private sector	<b>84.0%</b>	<b>Percent of Units Built Before 1939</b>	<b>37.4%</b>
Their own business	<b>6.2%</b>		

**Population:** 2013 marked the seventh year in a row that Philadelphia has seen an increase in population, after decades of decline. The growth in population shows that Philadelphia is becoming an increasingly attractive place to live. According to the American Community Survey (ACS) 1-year Estimates for 2013, the population in Philadelphia is 1,553,165, a 0.4% increase over the ACS 1-year Estimates for 2012, and a 1.8% increase over the 2010 census estimate of 1,526,006.

<sup>1</sup> American Community Survey, 1-Year Estimates, 2013; U.S. Census Bureau; Bureau of Labor Statistics



Population Change by Age Cohort	2010	2013	Change 2010 to 2013	% Change 2010 to 2013
Young Children (<5 years)	101,053	108,503	7,450	7.4%
School-Aged Children (5-19 years)	299,764	284,983	-14,781	-4.9%
Students & Young Professionals (20-34 years)	392,779	410,618	17,839	4.5%
Parent-Aged Adults (35-54 years)	386,293	382,123	-4,170	-1.1%
Empty Nester (55-74 years)	255,572	278,220	22,648	8.9%
Elderly (75+ years)	90,545	88,718	-1,827	-2.0%
<b>Total Population</b>	<b>1,526,006</b>	<b>1,553,165</b>	<b>27,159</b>	<b>1.8%</b>

As shown in the chart above, the main driver of this growth is the influx of families with children under the age of five, students and young professionals, and empty nesters. Of the 27,159 people Philadelphia gained between 2010 and 2013, the number of children less than five years old grew by 7,450 (7.4%), the number of students and young professionals (20-34 years) grew by 17,839 (4.5%), and the number of empty nesters (55-74 years) grew by 22,648 (8.9%).<sup>2</sup> Meanwhile the number of children aged 5-19 years dropped by 14,781 (4.9%), the number of adults aged 35-55 years declined by 4,170 (1.1%), and the number of elderly persons 75 years and older declined by 1,827 (2.0%).<sup>3</sup> This growth suggests that the city is a compelling place for people to start their careers, their families and their retirements, but that the city struggles to retain families when their children become school-aged. Population growth has an impact on the City's budget in terms of both revenue and expenditures: the more people there are, the more demand there is for real estate, more wages earned, and higher consumer spending. However, there is also potentially more demand for City services.

The population in Philadelphia is also becoming increasingly diverse. The percentage of residents who are foreign-born has increased from 11.6% in 2010 to 12.7% in 2013.<sup>4</sup> In 2013, 197,029 residents were foreign-born; of this group, 41% were from Asia, 30% were from Latin America, 17% were from Europe, 12% were from Africa, and less

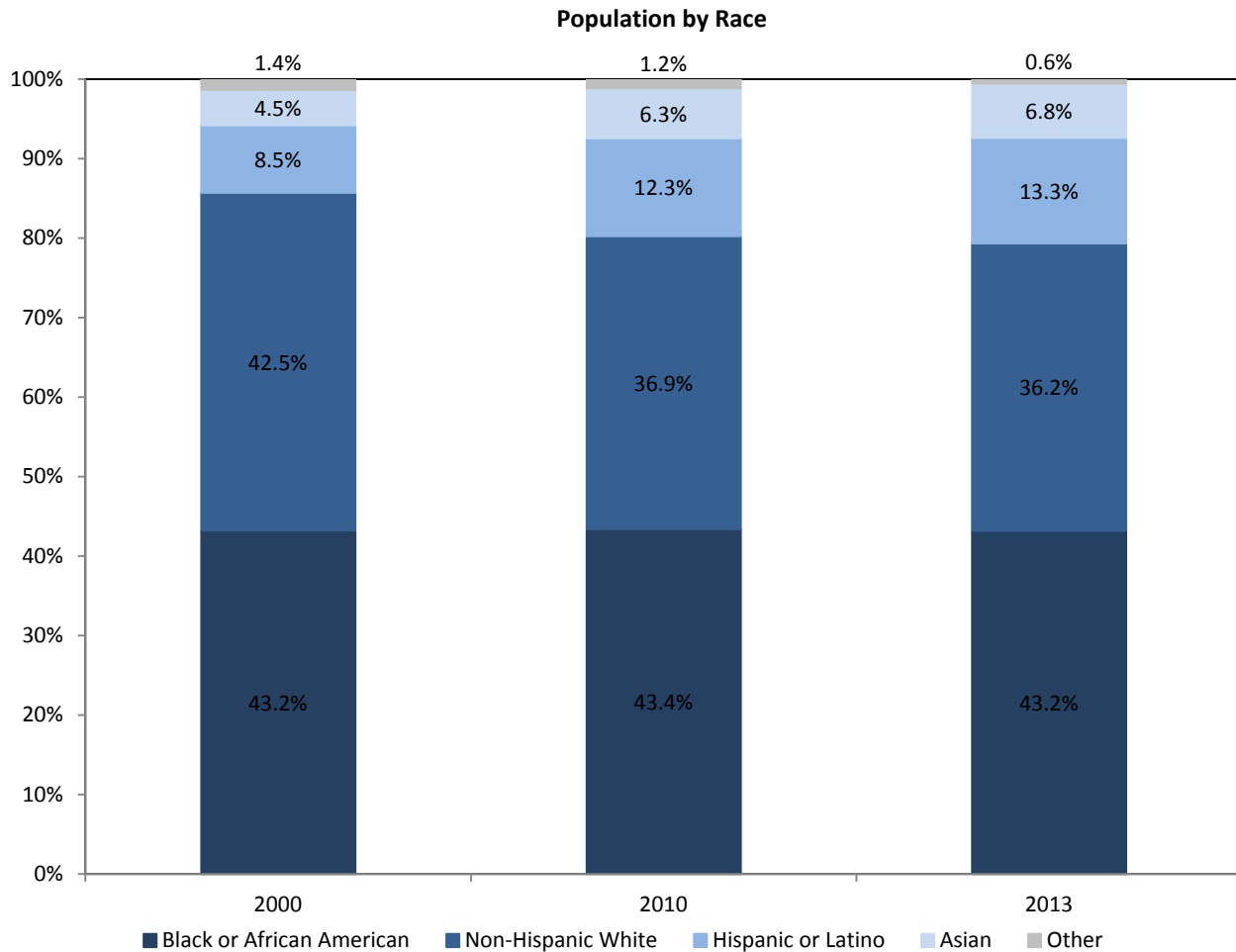
<sup>2</sup> American Community Survey, 1-Year Estimates, 2010 and 2013; U.S. Census Bureau

<sup>3</sup> American Community Survey, 1-Year Estimates, 2010 and 2013; U.S. Census Bureau

<sup>4</sup> American Community Survey, 1-Year Estimates, 2010 and 2013; U.S. Census Bureau

than 1% was from Oceania or North America.<sup>5</sup> In 2013, the Mayor created the Office of Immigrant and Multicultural Affairs to help provide access to City services without barriers to all residents of the city. According to the Metropolitan Policy Program at the Brookings Institution, "Among its peer regions, Metropolitan Philadelphia has the largest and fastest growing immigrant population, which now stands at over 500,000, comprising 9% of the total population."<sup>6</sup>

Hispanic and Asian groups are the fastest growing racial groups in the city, having increased in size by 18,422 people (9.8%) and 9,881 people (10.2%), respectively between 2010 and 2013.<sup>7,8</sup> In 2013, the city's population was 43.2% Black or African American, 36.2% Non-Hispanic White, 13.3% Hispanic, 6.8% Asian and 0.6% other.<sup>9</sup>



**Education:** Philadelphia faces challenges in realizing gains in educational attainment among its school aged population. The four-year high school graduation rate has increased from 53% in 2007 before Mayor Nutter came into office to 65% in 2013 (12% increase) but remains relatively low compared to the State (83%) and the Nation (79%) in school year 2010-2011.<sup>10</sup> Over this six year period, four-year graduation rates for African American males increased

<sup>5</sup> American Community Survey, 1-Year Estimates, 2013; U.S. Census Bureau

<sup>6</sup> Singer, A., Vitiello, D., Katz, M., Park, D., (2008). Recent Immigration to Philadelphia: Regional Change in a Re-Emerging Gateway

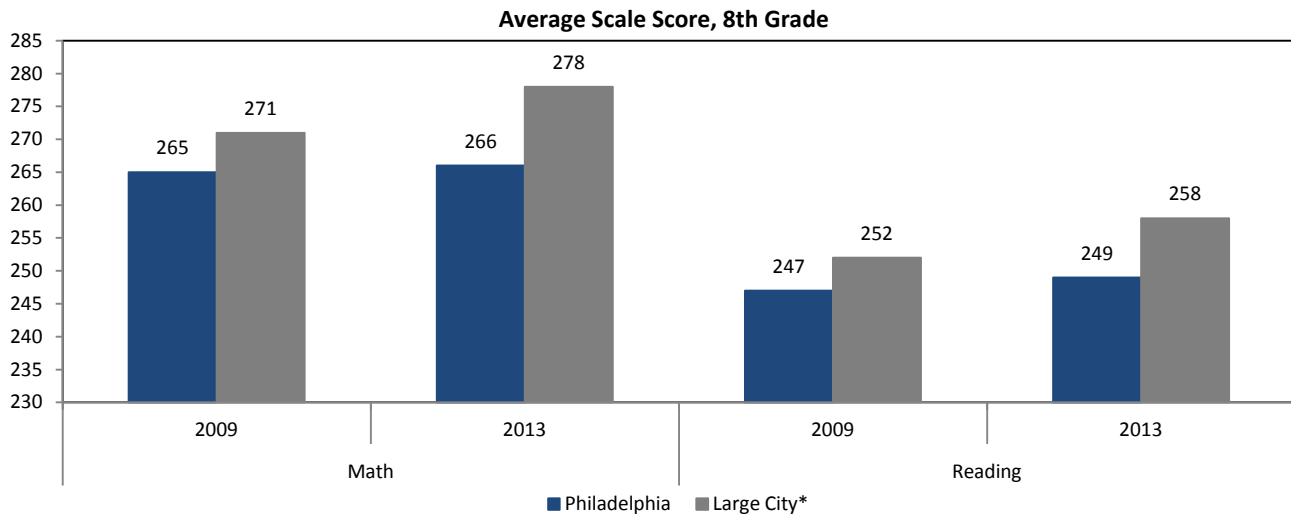
<sup>7</sup> US Census Bureau, 2010 US Census

<sup>8</sup> American Community Survey, 1-Year Estimates, 2013; U.S. Census Bureau

<sup>9</sup> American Community Survey, 1-Year Estimates, 2013; U.S. Census Bureau

<sup>10</sup> The School District of Philadelphia's methodology for tracking graduation rates differs slightly from the methodologies used by the Pennsylvania Department of Education and U.S. Department of Education

by 12% (from 45% to 57%). Rates for Latino students also saw significant gains, increasing by 15% (up to 54%) for males, and by 11% (up to 62%) for females.<sup>11</sup> As shown in the chart below, Philadelphia has also made small gains in math and reading scores among 8<sup>th</sup> graders between 2009 and 2013, but still lags behind school districts in other large city districts.<sup>12</sup> The Mayor's Office of Education chapter on page 110 provides more information on the City's initiatives to improve educational outcomes.



\* Large city includes public schools located in the urbanized areas of cities with populations of 250,000 or more including the participating districts.

The young adults who have come to, or stayed in, Philadelphia in the last seven years are well educated. Between 2008 and 2013 the percent of the population over the age of 25 with a Bachelor's Degree or higher increased from 21.0% to 25.2% due to the growth in adults aged 25-34.<sup>13</sup> Among individuals aged 25-34, 39.8% have a Bachelor's degree, compared to 24.9% among 35-44 year olds, 19.8% of 45-64 year olds, and 15.1% of adults over 65 years old.<sup>14</sup> Despite this significant progress, Philadelphia remains below the Pennsylvania state average of 28.7% and the national average of 29.6% of residents over the age of 25 with a Bachelor's degree or higher. Among the top 20 cities, Philadelphia has the third lowest percentage of population over the age of 25 with a Bachelor's degree or higher.<sup>15</sup> In terms of the percent of population over 25 years with a graduate degree, Philadelphia ranks 9<sup>th</sup> out of the top 20 most populous cities.

<sup>11</sup> The School District of Philadelphia

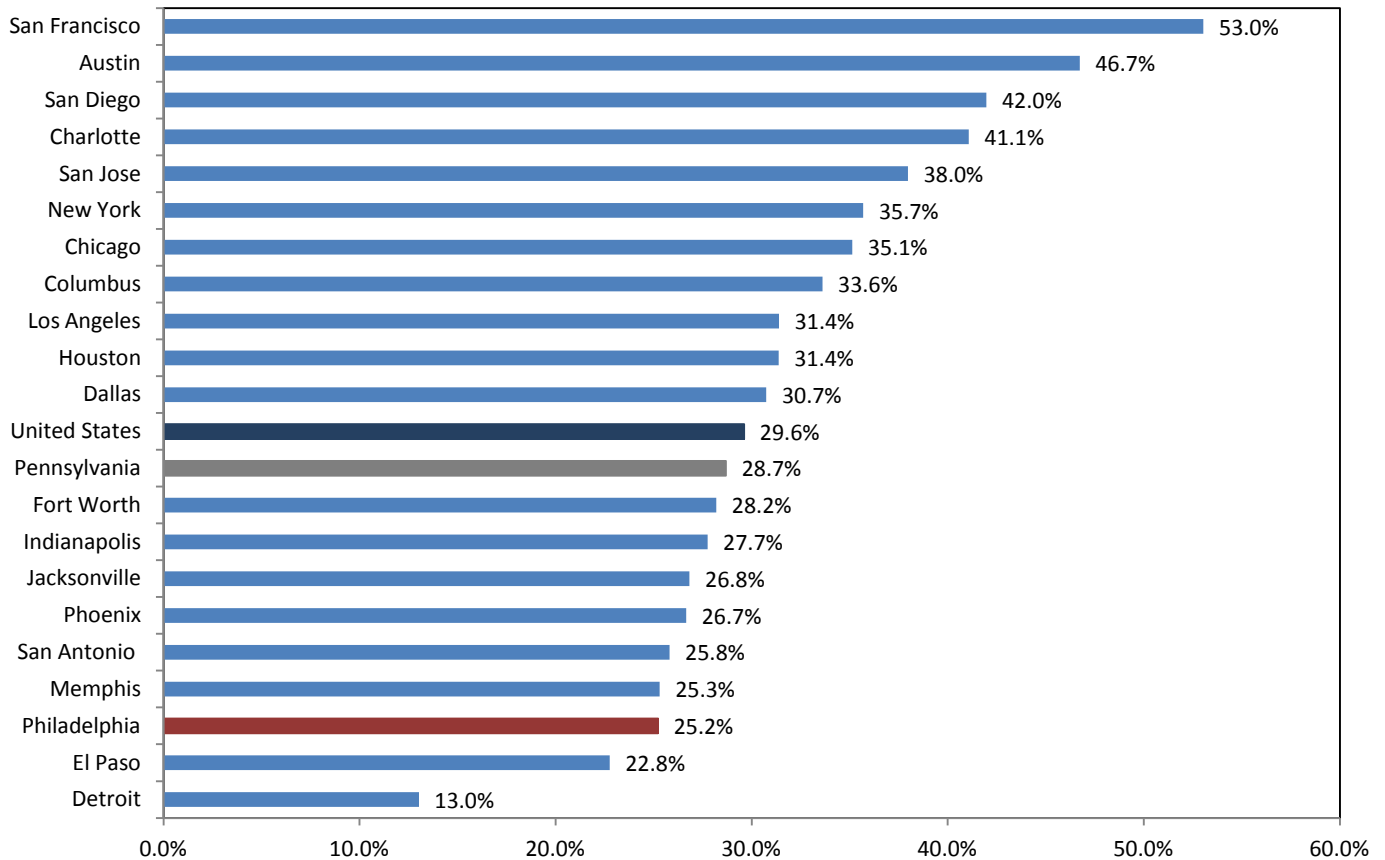
<sup>12</sup> National Center for Education Statistics, "The Nation's Report Card" for the School District of Philadelphia

<sup>13</sup> American Community Survey, 1-Year Estimates, 2008 and 2013; U.S. Census Bureau

<sup>14</sup> American Community Survey, 1-Year Estimates, 2013; U.S. Census Bureau

<sup>15</sup> American Community Survey, 1-Year Estimates, 2013; U.S. Census Bureau

**Population over 25 with a Bachelor's Degree or higher (percentage), 20 Most Populous U.S. Cities  
Pennsylvania, & National Average**



The educational outcomes of Philadelphia youth and the quality of schools determine the future earning power and employment of Philadelphians and are influential factors for families and businesses considering where to locate. The presence of stronger public schools within the city would make Philadelphia a more appealing and more affordable place to live. Businesses want to locate where they can find talent and where employees want to live. Raising the educational outcomes of Philadelphians attracts families and jobs to Philadelphia, which, in turn, creates more opportunities for future graduates. The Mayor has made a major commitment to improving the educational outcomes of children in this City, including increasing the City's annual funding to public education by over \$360 million between FY09 and FY15, and proposes a property tax in FY16 to pay for a critical investment in public schools. The Mayor's Office of Education chapter describes these efforts in more detail.

**Poverty:** At 26.3%, Philadelphia has the third highest rate of poverty among the top twenty most populous U.S. cities, and continues to be the poorest of the top ten most populous U.S. cities.<sup>16</sup> The national poverty threshold represents the percent of people living below a certain annual amount of income, which varies by family size (\$24,008 for a family of four).<sup>17</sup> Moreover, 12.2% of the city's total population, or 184,000 people, live in what is deemed "deep poverty", earning less than half the federal poverty level (\$12,004 annually for a family of four).<sup>18</sup> Over the past two years, Philadelphia's poverty rate has declined from 28.4% in 2011 down to 26.3% in 2013, but the Administration

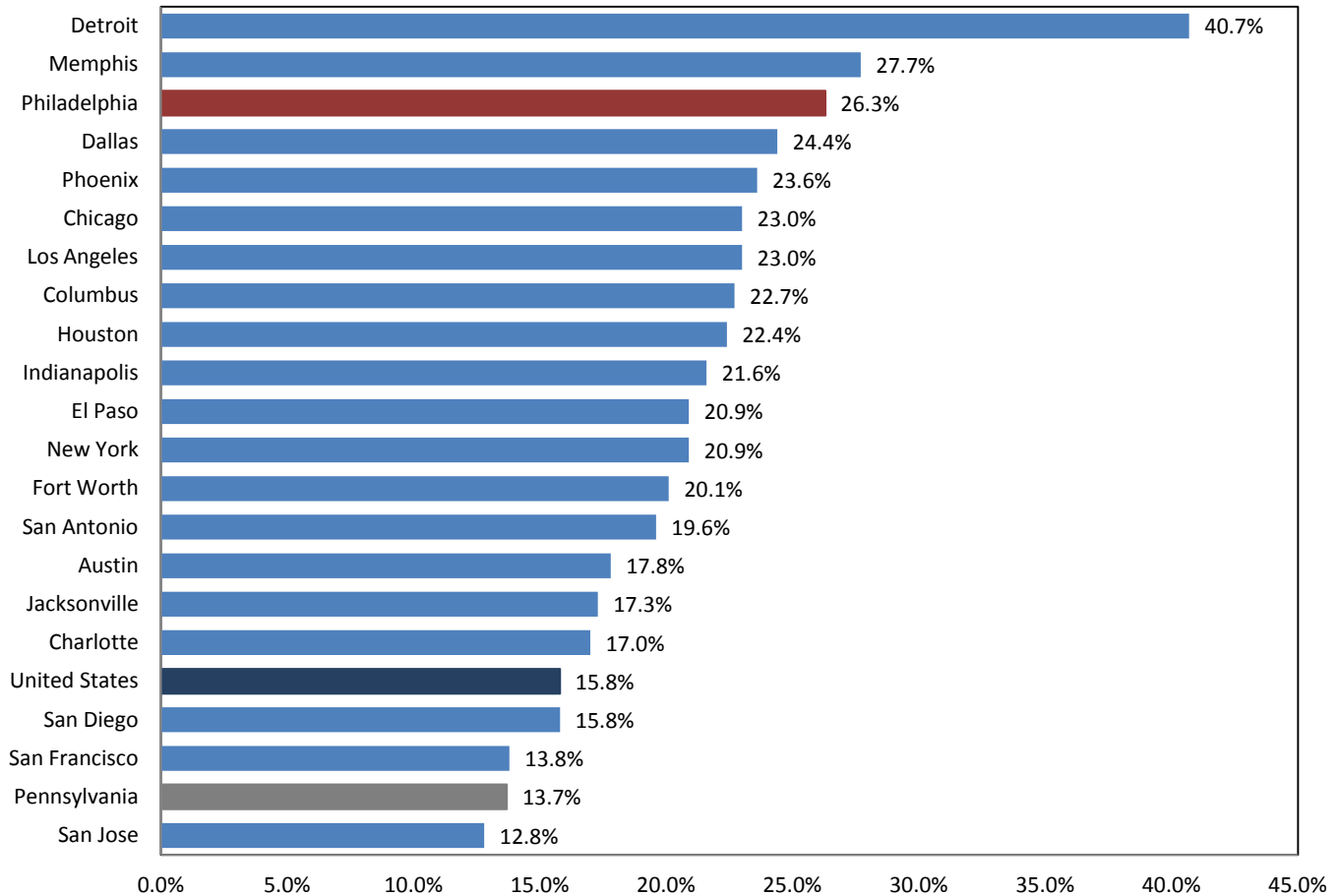
<sup>16</sup> American Community Survey, 1-Year Estimates, 2013; U.S. Census Bureau

<sup>17</sup> According to the U.S. Census Bureau, the weighted average poverty thresholds for 2014, measured in annual income, are: \$12,316 for a person under 65 years; \$15,853 for two people with one child; and \$24,008 for a family of four including two children. More information on poverty thresholds can be found at: <http://www.census.gov/hhes/www/poverty/about/overview/measure.html>

<sup>18</sup> U.S. Census Bureau, Poverty Thresholds 2014

continues to focus on anti-poverty and job readiness initiatives through its “Shared Prosperity” plan (described in more detail in the Mayor’s Office of Community Empowerment & Opportunity chapter on page 107).

**Poverty Rates, 20 Most Populous U.S. Cities, Pennsylvania, & National Average**



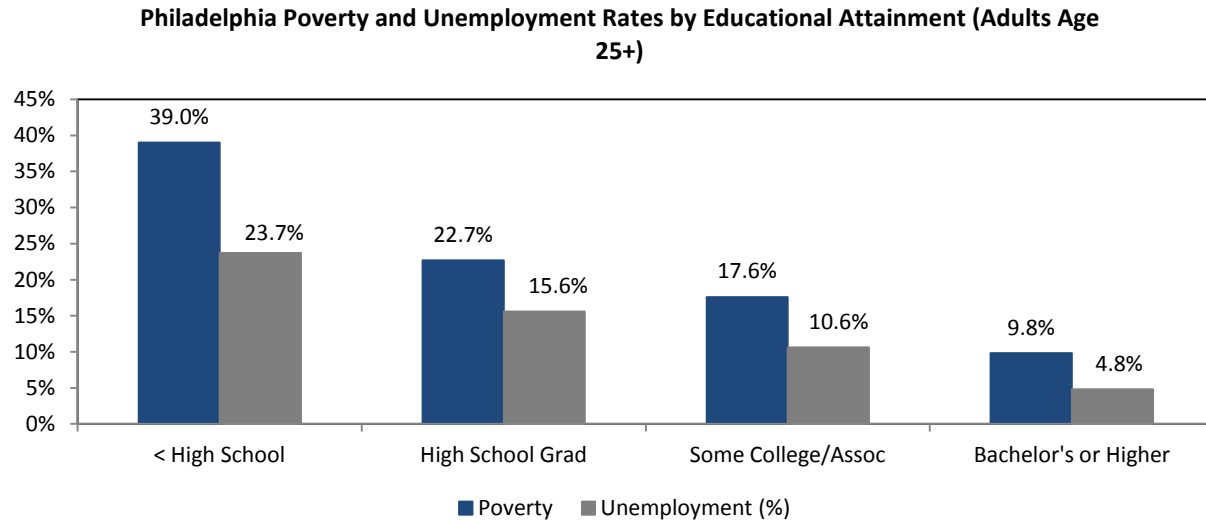
Poverty in Philadelphia disproportionately afflicts the city’s youth, the Latino community, female-headed households, and individuals living with a disability. Approximately 36.1% (123,000) of the city’s children live below the poverty line, compared to 24.5% (241,000) of working age adults and 17.7% (33,000) of seniors. Additionally, 44% (89,000) of Hispanic or Latino residents live below the poverty line compared to 18.7% (116,000) of white residents, 29% (191,600) of black or African American residents, and 33.7% (35,000) of Asian residents. In addition, 37.6% (172,864) of female-headed households and 36.8% (87,323) of disabled residents fall below the poverty line.<sup>19</sup>

Philadelphia’s unemployment rate, 6.2% as of December 2014, has improved since peaking at 11.6% during the recession, but remains above the national rate of 5.6%.<sup>20</sup> Unemployment rates are higher among those with lower levels of education, underscoring the importance of city programming to address persistent poverty and support education. The unemployment rate for those who have not graduated high school is 23.7% relative to 4.8% for those with a Bachelor’s degree or higher.

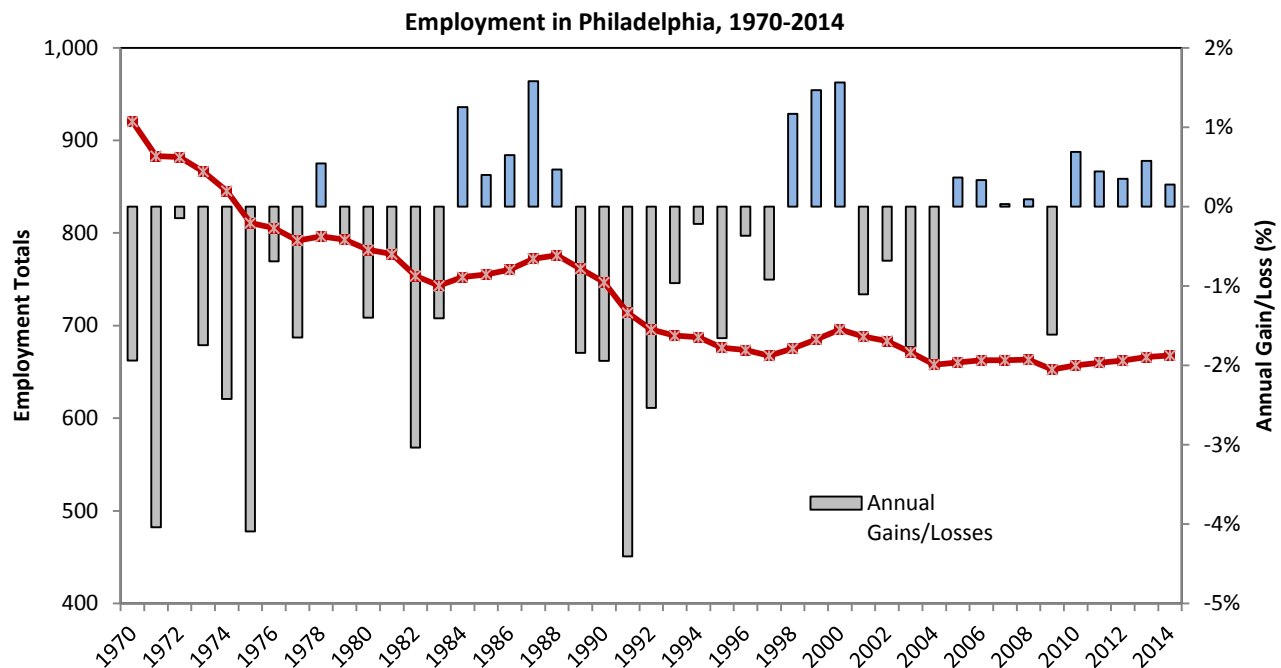
<sup>19</sup> American Community Survey, 1-Year Estimates, 2013; U.S. Census Bureau

<sup>20</sup> Bureau of Labor Statistics, Local Area Unemployment Statistics and Current Population Survey





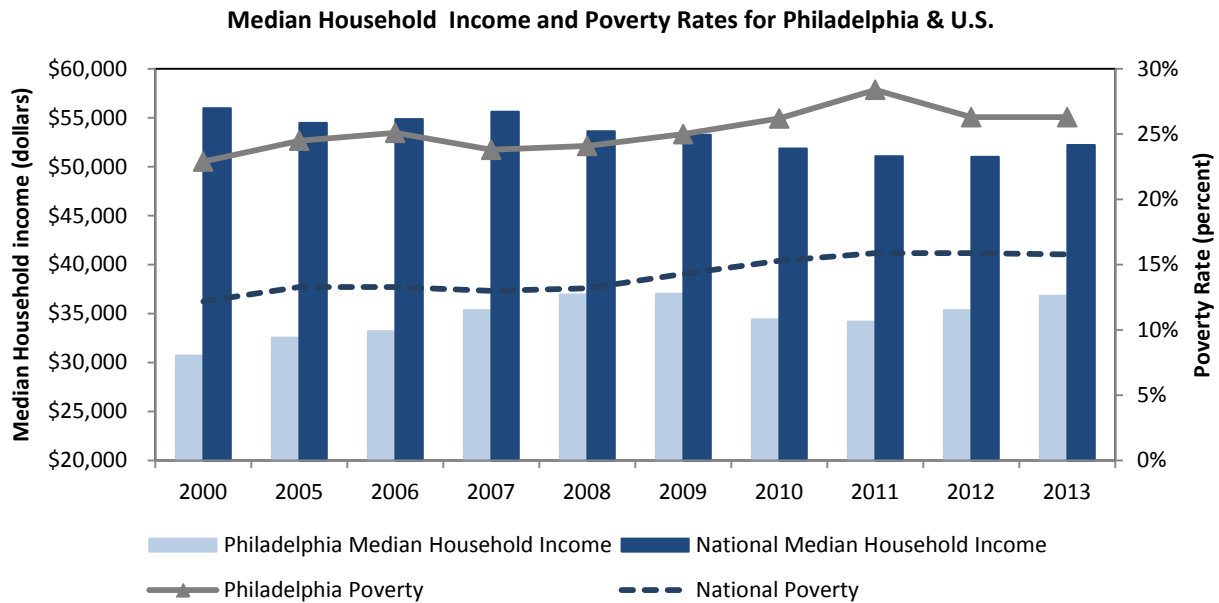
Historically, declining employment levels and elevated unemployment rates were largely due to the loss of manufacturing jobs that used to dominate the region's economy; manufacturing jobs have decreased by nearly two-thirds since the 1960s and 38% in the past 10 years alone. Total employment in 2013 surpassed pre-recession levels after five straight years of growth but remains below peak historic levels.



**Median Household Income:** Philadelphia also has the third lowest median household income of the top 20 most populous U.S. cities.<sup>21</sup> The city's median household income is \$36,836, 29.5% lower than the national average of \$52,250. Furthermore, 47.4% of residents make less than \$35,000 annually in Philadelphia compared to 34.0%

<sup>21</sup> American Community Survey, 1-Year Estimates, 2013; U.S. Census Bureau

nationally.<sup>22</sup> The city's high poverty rate and low income levels indicate that many residents are dependent on City services and that the City's tax base is relatively weak.

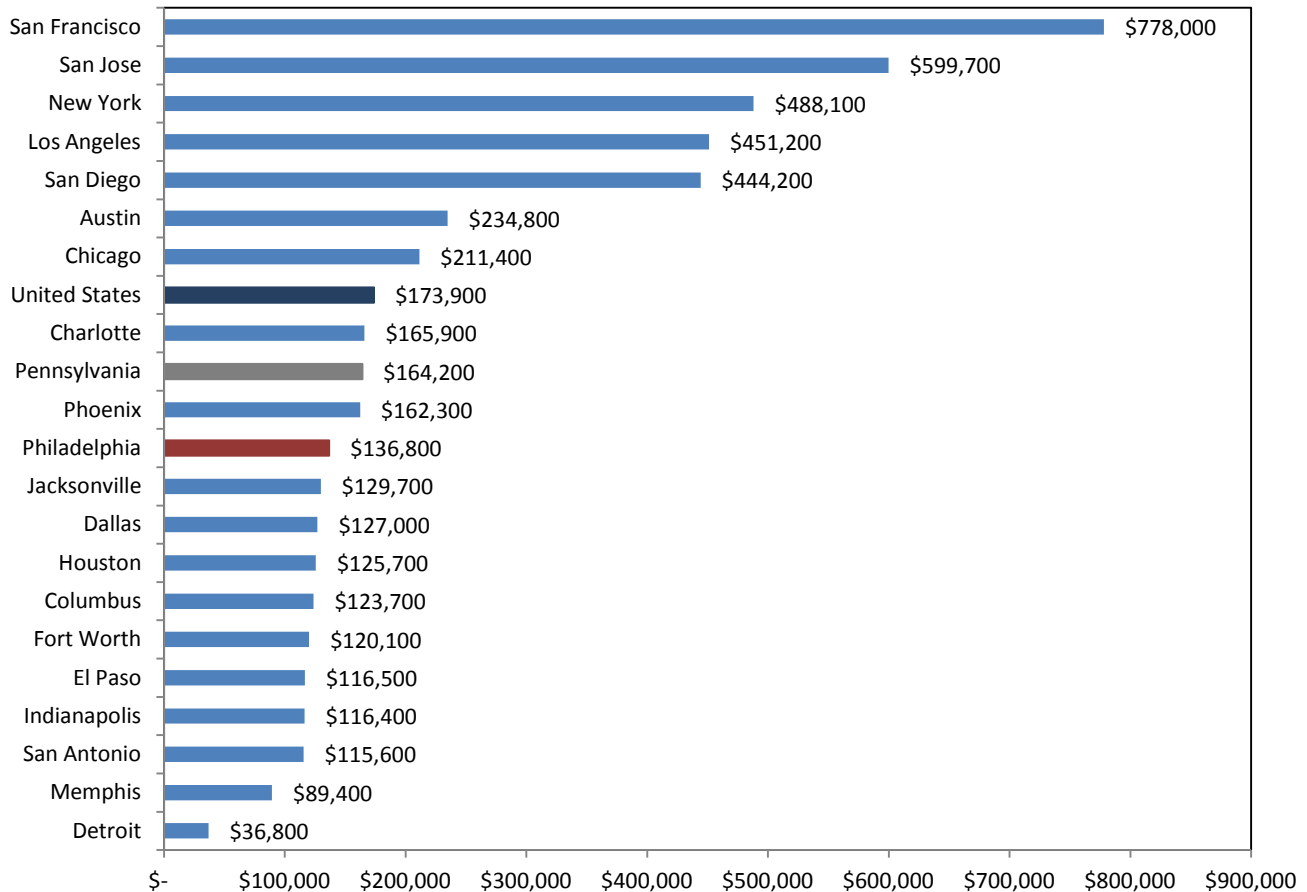


Despite elevated rates of poverty and low median household income, Philadelphia has recently experienced positive trends. After local and national poverty rates peaked in 2011, Philadelphia's poverty rate declined for the second year, from 28.4% in 2011 to 26.3% in 2013. The city's median household income has also improved by \$2,629 since 2011. Coupled with recent gains in educational attainment, these trends will help improve the local economy and overall climate.

**Housing:** Philadelphia has 667,625 housing units with an occupancy rate of 87.3% (582,525 units).<sup>23</sup> Thirty seven percent (37%) of all homes in Philadelphia were built in 1939 or earlier. Of the total occupied units, 51% are owner-occupied and 49% are renter-occupied. Among Philadelphia renters, the median monthly payment was \$913 while the national median was \$905 per month. Among Philadelphia homeowners making mortgage payments, the median monthly expenditure was \$1,188, 17% below the national median of \$1,436 per month. As shown in the following chart, the median value of owner-occupied housing in Philadelphia was \$136,800 in 2013 compared to the national average of \$173,900. Philadelphia ranked in the middle among the 20 most populous cities in terms of median home value. Of the top 10 most populous cities, Philadelphia has the 4<sup>th</sup> lowest median home value.

<sup>22</sup> American Community Survey, 1-Year Estimates, 2013; U.S. Census Bureau

<sup>23</sup> American Community Survey, 1-Year Estimates, 2013; U.S. Census Bureau

**Median Value of Owner-Occupied Homes, 20 Most Populous U.S. Cities, Pennsylvania, & U.S.**

Despite the city's relative affordability, 37.8% of homeowners and 57.6% of renters spent more than 30% of their income on housing in Philadelphia. According to the U.S. Department of Housing and Urban Development, housing is considered "affordable" if no more than 30% of a household's annual income is spent on housing costs (including rent, utilities, mortgage, property taxes, etc.). Families who pay more than 30% may have difficulties affording other necessities such as food, clothing, and medical care.

Population growth, improved employment levels, and the influx of educated young adults help stimulate the local economy and make Philadelphia an attractive city for businesses to start, stay, and grow. Nonetheless, the high poverty rates in Philadelphia underscore the importance of maintaining City services to the city's neediest populations. The Administration has put a strong focus on reducing poverty by establishing the Mayor's Office of Community Empowerment and Opportunity and developing the "Shared Prosperity" plan to coordinate the City's efforts to address the multiple causes of economic distress.

## THE NATIONAL AND LOCAL ECONOMIC FORECAST

In order to forecast tax revenues throughout the FY16-FY20 Five Year Plan, the Office of Budget and Program Evaluation analyzed national, regional, and local economic trends to estimate growth rates for each tax. This chapter provides an overview of the national and local economies which serve as the foundation for tax revenue estimates.

### National Economic Forecast

The national economic recovery has shown signs of improvement after the recession and related fiscal crisis, albeit slower and more unevenly than economists had expected. The Blue Chip Consensus forecast for U.S. Real Gross Domestic Product (GDP), which provides a forecast based on combining multiple leading separate economic forecasts, shows projected annualized growth between 2.7% and 3.0% over the next eight quarters in 2015 and 2016.<sup>24</sup> Real GDP growth of 2.6% in the final quarter of 2014 was 0.2% slower than expected.

**Blue Chip Financial Forecast**

	2014 History				2015 Forecast				2016 Forecast			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Real GDP Growth (Annualized Growth Per Quarter)	-2.1	4.6	5.0	2.6	2.7	2.9	3.0	2.9	2.8	2.8	2.8	2.7

The outlook for growth is accompanied by an improved outlook for the national unemployment rate. The Survey of Professional Forecasters notes that the national unemployment rate continues to decline, dropping from an annual average of 7.4% in 2013 to 6.2% in 2014, and the rate is expected to decline to an annual average of 4.9% by 2018.<sup>25</sup> In regards to jobs, forecasters revised upward their estimates for job gains in 2015 after strong January 2015 numbers and project nonfarm payroll employment to grow at an average annual level of 252,500 jobs per month in 2015 and 213,600 jobs per month in 2016.

**Survey of Professional Forecasters**

Annual Data	2015	2016	2017	2018
Unemployment Rate (%)	5.4%	5.1%	5.0%	4.9%
Employment (Thousands/Month)	252.5	213.6	--	--
Consumer Price Index (Core CPI)	1.7%	1.9%	2.1%	--
Consumer Price Index (Headline CPI)	1.1%	2.1%	2.3%	--
Personal Consumption Expenditures (PCE Core)	1.4%	1.7%	1.9%	--
Personal Consumption Expenditures (PCE Headline)	1.1%	1.9%	2.1%	--

The current forecasts for core and headline Consumer Price Index (CPI) project annual growth of 2.1% (core) and 2.3% (headline) by 2017. Core Consumer Price Index is adjusted for seasonality and accounts for volatility of food and energy prices while Headline Consumer Price Index does not. The recent plunge in energy prices is expected to keep headline inflation low during the first half of 2015. CPI is one indicator of economic stability, measuring inflation and deflation, and provides insight into changes in the cost of living. Real personal consumption expenditures are estimated to grow to 1.9% (core) and 2.1% (headline) in 2017, an increase compared to growth of 1.4% and 1.1% respectively in 2015. These increasing rates are supported by growth in both personal income as well as the growth in household assets as real estate markets rebound.

<sup>24</sup> Blue Chip Economic Indicators. Volume 40, Number 2, February 10, 2015.

<sup>25</sup> Federal Reserve Bank of Philadelphia, Survey of Professional Forecasters, First Quarter 2015, February 13, 2015.

Groundbreaking for privately owned housing rose 4.4% (1.09 million) in December 2014, 5.3% above the December 2013 rate (1.03 million).<sup>26</sup> Single family housing starts reached a six year high (728,000) in December, a hopeful sign for continued housing market recovery. Nationally, house prices were up 5.3% in November 2014 compared to November of 2013.<sup>27</sup> The economic forecasting firm that the City uses to help project tax growth rates, IHS Global Insight (IHS), projects an increase of 2.3% in average existing house prices and a 1.0% reduction in average new home prices in 2016 nationally.

### **Philadelphia's Economy**

Philadelphia's economy has a direct effect on the City's budget, as local tax revenues account for about 74% of the City's General Fund revenue. The economic downturn of 2007-2009 had a profound impact on the City's revenues, requiring significant cuts to departmental spending, as well as increases in tax rates to ensure that the City was able to continue to provide essential services to residents while maintaining fiscal stability. While Philadelphia is well into its recovery, local growth has been moderate and comparatively slower than the nation's.

### **Philadelphia Employment Market**

Philadelphia's economic recovery has been slower than the national recovery. Gross County Product in Philadelphia grew by 2.8% in 2012 and 1.6% in 2013 compared to GDP growth of 2.8% in 2012 and 1.9% in 2013 for the nation. City unemployment as of November 2014 is 6.4%, down from 9.1% in November 2013, but still higher than the national average of 5.4% and slightly above pre-recession levels in Philadelphia of 5.9% in November of 2007.

Employment levels and wage growth bear heavily on the financial outlook of City government. Wage tax receipts represent over 30% of the City's General Fund revenue. Employment growth in Philadelphia remained modest in 2014 (annual average), gaining approximately 1,800 jobs since 2013. Increases in the healthcare, construction, and professional service industries were largely offset by declines in government and manufacturing jobs.<sup>28</sup> The announcement of the new Comcast Technology and Innovation Center and underway projects for the Kimpton and the combined W and Element hotels are expected to generate economic returns to the City in the form of construction jobs, permanent jobs, and real estate growth beginning in FY15. IHS projects total wage and salary growth in Philadelphia of 4.7% in both FY15 and FY16.

### **Philadelphia Housing Market**

The real estate market is rebounding more slowly in Philadelphia than in other cities, but real estate values in Philadelphia did not suffer the as acutely as elsewhere. Philadelphia's housing market values declined 20% from peak prices in 2007 to the trough in 2011, compared to roughly 27% in New York, 34% in Washington, DC, 39% in Chicago, and over 40% in San Diego, Los Angeles, and San Francisco.<sup>29</sup> Prior to the start of the recession, peak home values in Philadelphia were below the peak values of the S&P/Case Shiller housing index 10-City composite. As of September 2014, the Philadelphia housing market prices have recovered seven percentage points, remaining approximately 13 percentage points below pre-recession levels.<sup>30</sup> However, most cities have already recovered more than half of the loss in value experienced.

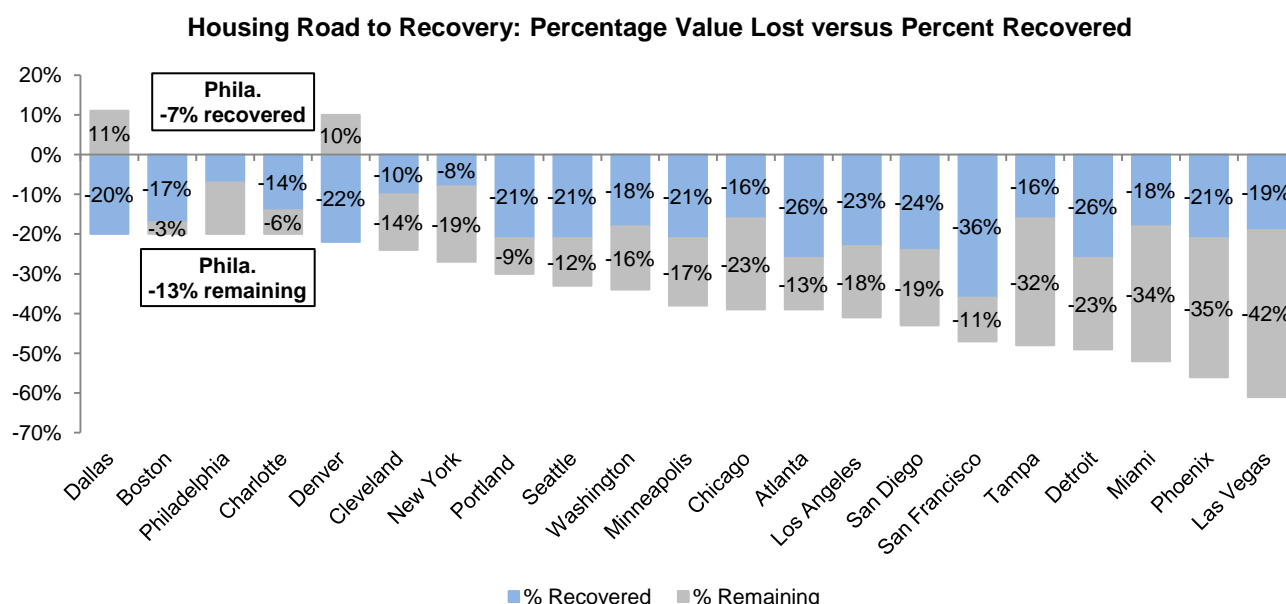
<sup>26</sup> U.S. Department of Housing and Urban Development, "New Residential Construction in December 2014," January 21, 2015.

<sup>27</sup> Federal Housing Finance Agency House Price Index, January 22, 2014 Release.

<sup>28</sup> Bureau of Labor Statistics, Philadelphia –Current Employment Statistics, February 2015 Release.

<sup>29</sup> Philadelphia House Price Indices (Q2), September 2, 2014.

<sup>30</sup> Philadelphia House Price Indices (Q4), January 15, 2015.



Source: Kevin C. Gillen, Ph.D.; Philadelphia data from Gillen. All other cities courtesy S&P/Case-Shiller (as of September 2, 2014)

Until the last quarter of 2014, Philadelphia housing's recovery had been largely confined to the higher-income and higher-priced areas of the city. However, a recent slowdown in citywide price appreciation is due to an increased number of sales in lower-priced neighborhoods. In the final quarter of 2014, the average home value in Philadelphia increased by 0.8%, a slight decrease from the previous quarter but reflective of the increasing number of home sales in lower-priced sections of Philadelphia. In the fourth quarter of 2014, the average change in house prices increased by 2.3% in West Philadelphia and 2.1% in Kensington/Frankford while home prices in higher-priced sections such as Center City and Fairmount declined by 2.7%.<sup>31</sup> Nearly 80% of the home sales in the final three months of 2014 were for homes priced under \$200,000.<sup>32</sup> IHS projects house price growth of -1.3% in FY15 and 3.9% in FY16 and continued sales growth of 11.7% in FY15 and 13.4% in FY16.

Housing market trends are important for Philadelphia and the School District of Philadelphia's budgets because they help determine real estate tax (receipts shared by the City and District) and realty transfer tax (City revenue). The City completed the Actual Value Initiative (AVI) in 2014, which involved a comprehensive reassessment of all properties in the city to correct outdated and partial assessments. Starting in FY17, the City anticipates reassessing real estate values on a regular basis, such that real estate tax receipts will more accurately reflect changes in the real estate market. Regularly reassessing home values will provide the City with additional tax revenue as property values appreciate. AVI is discussed in greater detail in the Office of Property Assessment chapter on page 247.

<sup>31</sup> Housing Report: Fourth Quarter 2014, "Philadelphia Housing Continues to Make Progress in Q4" (January 15, 2015).

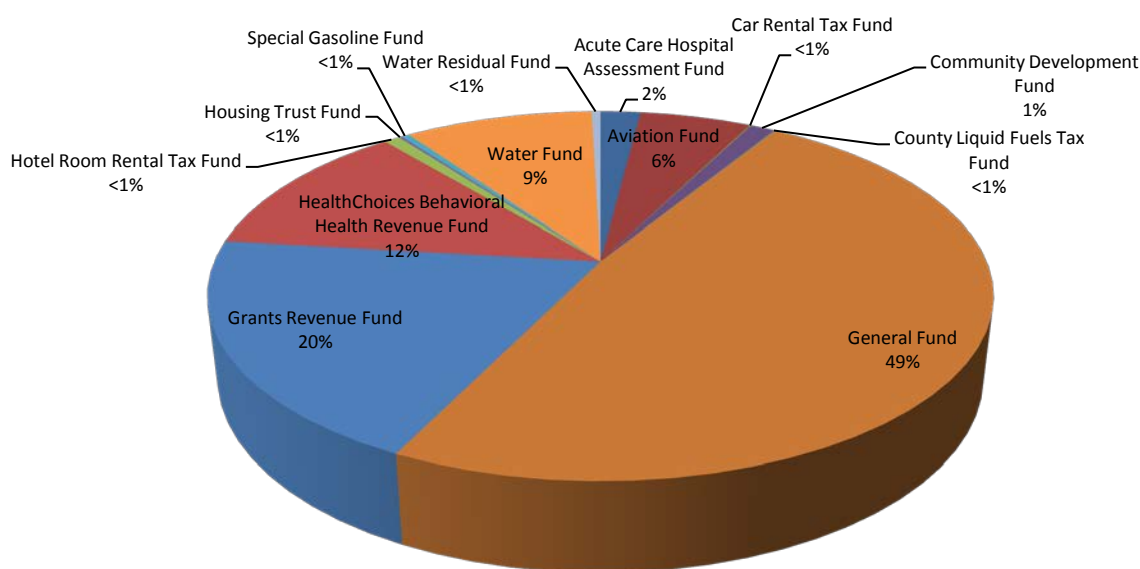
<sup>32</sup> Econsult Solutions, "Philadelphia Housing Index: PHI Q4 2014," January 17, 2015.

## THE CITY'S FY16 REVENUES

### Overview

The FY16 Proposed Budget for revenues from all sources of funding for All Funds is \$7.947 billion. The annual operating funds for all City departments, boards and commissions consist of the following funds: General Fund (49%), Grants Revenue Fund (20%), HealthChoices Behavioral Health Fund (12%), Water Fund (9%), Aviation Fund (6%), Acute Care Hospital Assessment Fund (2%), and Community Development Fund (1%). The Car Rental Tax Fund, County Liquid Fuels Tax Fund, Hotel Room Rental Tax Fund, Housing Trust Fund, Special Gasoline Fund, and Water Residual Fund represent a combined 2% of All Funds revenues.

FY16 Proposed All Fund Revenue Sources



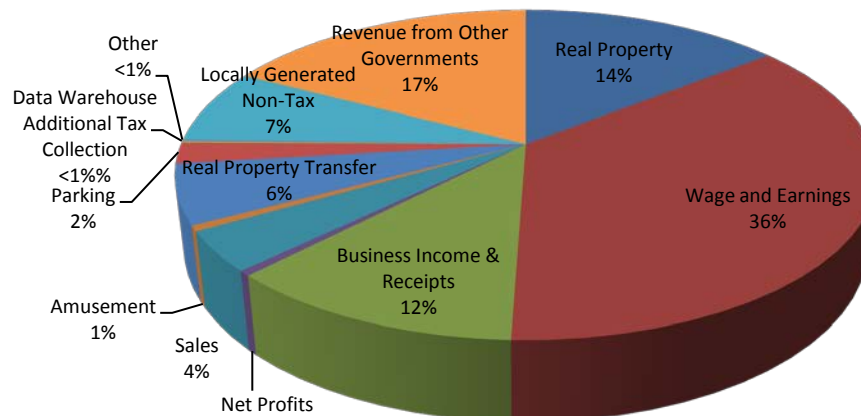
Revenues (\$ Thousands)

Fund	FY14 Actual	FY15 Current Estimate	FY16 Proposed	FY16-FY15 \$ Change	FY16-FY15 % Change
Acute Care Hospital Assessment Fund	152,362	157,000	157,000	0	0.0%
Aviation Fund	323,841	421,662	435,816	14,154	3.4%
Car Rental Tax Fund	5,433	5,615	5,823	208	3.7%
Community Development Fund	49,789	64,447	94,161	29,714	46.1%
County Liquid Fuels Tax Fund	4,701	4,950	4,950	0	0.0%
General Fund	3,805,649	3,785,397	3,852,353	66,956	1.8%
Grants Revenue Fund	911,018	1,273,445	1,558,634	285,189	22.4%
HealthChoices Behavioral Health Revenue Fund	910,581	885,302	961,552	76,250	8.6%
Hotel Room Rental Tax Fund	52,756	59,136	62,700	3,564	6.0%
Housing Trust Fund	11,014	12,510	12,510	0	0.0%
Special Gasoline Fund	26,059	28,401	30,001	1,600	5.6%
Water Fund	643,019	697,080	737,314	40,234	5.8%
Water Residual Fund	25,219	28,039	34,472	6,433	22.9%
<b>Total</b>	<b>6,921,441</b>	<b>7,422,984</b>	<b>7,947,286</b>	<b>524,302</b>	<b>7.1%</b>

## The General Fund

The General Fund is the City's primary operating fund; it accounts for all financial resources of the general government, except those required to be accounted for in other funds. As shown in Appendix II, roughly half of the City's departments are funded exclusively out of the General Fund. The other half relies on funding from a variety of sources. The FY16 proposed General Fund budgeted revenues are \$3.853 billion, of which \$2.856 billion (74%) is comprised of tax revenues paid by residents, workers, and visitors to Philadelphia; \$275.1 million (7%) is projected to come from locally generated non-tax revenues; \$655.7 million (17%) is projected to come from Revenue from Other Governments; and the remaining \$65.2 million (2%) will come from revenue from other funds. Total tax revenue includes \$1.39 billion of Wage and Earnings and Net Profits tax, \$544.0 million of Real Property Tax, \$443.9 million of Business Income & Receipts Tax, \$221.8 million of Real Property Transfer Tax, \$149.4 million of Sales Tax, \$78.8 million in Parking Tax, \$20.2 million in Amusement Tax, \$5.7 million in additional prior year tax collections expected from a new data warehouse to be installed for the Revenue Department's collection efforts, and \$3.5 million in Other Taxes including the Smokeless Tobacco Tax.

FY16 Proposed General Fund Revenue Sources



General Fund Revenue Sources (\$Thousands)

	FY14 Actual	FY15 Current Projection	FY16 Proposed	FY16-FY15 \$ Change	FY16-FY15 % Change
<b>Tax Revenue</b>					
Real Property	526,424	542,774	544,002	1,228	0.2%
Wage and Earnings	1,580,328	1,321,084	1,370,563	49,479	3.7%
Business Income & Receipts	461,655	451,332	443,874	(7,458)	-1.7%
Net Profits	16,262	17,807	18,493	686	3.9%
Sales	263,050	143,831	149,371	5,540	3.9%
Amusement	19,974	20,074	20,174	100	0.5%
Real Property Transfer	168,068	201,682	221,850	20,168	10.0%
Parking	75,152	76,866	78,788	1,922	2.5%
Data Warehouse Additional Tax Collection	0	0	5,700	5,700	N/A
Other	3,710	3,470	3,501	31	0.9%
<b>Total Tax Revenue</b>	<b>3,114,623</b>	<b>2,778,920</b>	<b>2,856,316</b>	<b>77,396</b>	<b>2.8%</b>
<b>Non-Tax Revenue</b>					
Locally Generated Non-Tax	301,755	299,227	275,107	(24,120)	-8.1%
Revenue from Other Governments	347,270	643,002	655,690	12,688	2.0%
<b>Total Non-Tax Revenue</b>	<b>649,025</b>	<b>942,229</b>	<b>930,797</b>	<b>(11,432)</b>	<b>-1.2%</b>
<b>Revenue from Other Funds of City</b>	<b>42,001</b>	<b>64,249</b>	<b>65,240</b>	<b>991</b>	<b>1.5%</b>
<b>Total</b>	<b>3,805,649</b>	<b>3,785,398</b>	<b>3,852,353</b>	<b>66,955</b>	<b>1.8%</b>



The City's total General Fund revenues are budgeted to be \$66.9 million higher than the FY15 Current Projection due to moderate growth in overall tax revenues as detailed below. Revenue from other governments is budgeted to increase by \$12.7 million in FY16 largely due to projected growth in the PICA portion of the wage tax. As was the case in municipalities across the country, the City experienced significant revenue declines during the recession. While tax revenues have rebounded somewhat, some tax revenue receipts have not yet returned to their pre-recession levels.

### Major Taxes

Tax revenues in FY15 are projected to perform better than budgeted largely due to positive adjustments to the Real Property Transfer Tax (RTT) and the Wage and Earnings Tax together with negative adjustments to the Sales Tax and Real Property Tax. While Wage and Earnings Tax as well as RTT have come in above projections for the first half of FY15, Sales Tax has performed below budget. The adjustments to the projections are based on year-to-date results, revised forecasts from IHS Global Insight, the City's revenue forecasting consultant, and on conversations with economists at the Federal Reserve Bank of Philadelphia. The Real Property Tax is projected to be slightly below projections due to higher than anticipated appeal losses.

The City's tax base growth projections for FY16 and beyond were developed in conjunction with IHS, and further refined after discussions with leading economists at the Federal Reserve Bank of Philadelphia hosted by the Pennsylvania Intergovernmental Cooperation Authority. These forecasts, and the revenue estimates that they inform, are subject to revision given the uncertainty and volatility that continue to characterize the economic situation in the United States and globally. The base growth rates assumed are shown in the sections for each tax.

The Five Year Plan's growth projections for the Wage and Earnings Tax and Real Estate Transfer Tax were increased above the rates assumed in the prior FY15-FY19 Plan. Growth projections for the Sales Tax and Real Property Tax were lowered and growth rates for the Business Income and Receipts Tax were held constant.

Total tax revenues in FY16 are estimated at \$2.856 billion, an increase of \$77 million or 2.8% over FY15's projections. The increase is due primarily to growth in the Wage and Earnings Tax as well as Real Property Transfer Tax receipts. The FY16 revenues also reflect an estimated \$22.0 million reduction in Business Income and Receipts Tax due to the tax reform legislation passed in FY12. The FY16 Proposed Budget includes the continuation of wage tax cuts which were resumed in FY14 after being halted during the recession. Those reductions would be even more substantial if the tax relief measures in the Governor's proposed budget are enacted. Multiple studies and two tax reform commissions have concluded that wage tax reductions encourage businesses to locate and expand in Philadelphia, increasing jobs over time.

**Wage and Earnings Tax:** As the City's largest source of tax revenue, the Wage and Earnings Tax is collected from all employees working within city limits and all city residents regardless of work location. Currently, the Wage Tax rate is 3.9200% for residents and 3.4915% for non-residents. The resident rate includes 1.5% that is reserved for the Pennsylvania Intergovernmental Cooperation Authority and is counted as revenue from other governments. PICA has overseen the City's finances since 1992, when the State oversight board was first established. The PICA statute permits the Authority to a "first dollar" claim on its portion of Wage Tax proceeds, which are used to pay debt service on bonds issued by PICA for the benefit of the City. Excluding the PICA portion, the Wage Tax is projected to bring in \$1.370 billion in FY16. This Plan includes continued reductions in the Wage Tax rate that were resumed in FY14 after being suspended during the economic downturn, as well as reductions due to the Governor's proposed budget. The proposed Wage Tax rates for FY16 are 3.9102% for residents and 3.4828% for non-residents. These Wage Tax cuts are intended make the City more competitive and lead to job growth. The level of cuts to the Wage Tax rates increase

over the course of the plan as the economy is projected to continue to recover. By FY20, the rates are projected to be 3.7366% for residents and 3.3282% for non-residents. Although the Wage Tax cuts scheduled for FY18 and FY19 have been reduced relative to what was shown in the FY15-FY19 plan due to challenges faced in balancing the Plan, the value of the Wage Tax cuts in the proposed FY16-FY20 Plan total \$198 million from FY15 through FY20, approximately \$81 million above the five year value of the cuts in the approved FY15-FY19 Plan.<sup>33</sup> If the Governor's tax relief proposal is enacted, rates would be substantially lower. By FY20, the rates would be 3.3603% for residents and 3.0041% for non-residents.

Wage and Earnings Tax revenue was originally projected to grow at a rate of 3.68% in FY15 and is now projected to grow at 4.8% in FY15 to better reflect receipts to date as well as input from IHS and economists convened at the Federal Reserve Bank of Philadelphia. Growth levels are projected to moderate to 3.5% and then level off through FY20.

Wage and Earnings Tax			
Fiscal Year	Resident Tax Rate	Non-Resident Tax Rate	Proposed Estimated Growth in Tax Revenue
2015	3.9200%	3.4915%	4.80%
2016	3.9102%	3.4828%	4.10%
2017	3.9004%	3.4741%	4.00%
2018	3.8907%	3.4654%	3.50%
2019	3.8129%	3.3961%	3.50%
2020	3.7366%	3.3282%	3.50%

The following table shows what rates would be if the Governor's tax relief proposals were enacted.

Wage Tax Rate Under Governor's Proposed Budget		
Fiscal Year	Resident Tax Rate	Non-Resident Tax Rate
2015	3.9200%	3.4915%
2016	3.9102%	3.4828%
2017	3.4831%	3.1147%
2018	3.4874%	3.1181%
2019	3.4233%	3.0606%
2020	3.3603%	3.0041%

**Real Property Tax:** The Property Tax is the City's second largest source of tax revenue, estimated to contribute 19% (or \$544 million) of total FY16 tax revenues. This tax is levied on the assessed value of residential and commercial property in the city.

The City completed the Actual Value Initiative (AVI) in FY14, which entailed reassessing every property in the City to ensure fair and accurate assessments. As properties were previously assessed at only a fraction of their actual value, and assessments had often not kept up with changes in value, this process resulted in a substantial increase in citywide property assessed value. The FY14 City and School District combined Property Tax rate was reduced from 9.771% to 1.34% in order to generate the same amount of current year revenue in FY13 and FY14, while allowing for a \$30,000 homestead exemption and relief measures equal to \$20 million to lessen the hardship experienced by

<sup>33</sup> The FY15 Five-Year Plan had projected wage tax rates to reduce to 3.7976% for residents and 3.33825% by FY19 compared to 3.8129% and 3.3961% (by FY19) respectively in the Proposed FY16-FY20 Plan.

homeowners who saw increases in their tax assessments because their properties had been undervalued relative to other properties prior to the reassessment.

The estimated current Property Tax revenue for the City is projected to be \$498.3 million in FY16. This reflects the net effect of the Property Tax rate set at 1.34%, relief measures, increased collections efforts (further described in Goal 5 chapter), as well as the impact of outstanding appeals on property tax assessments. In 2013, Council passed an ordinance allowing property owners not to have to pay an increase in their FY14 property taxes so long as they had an appeal outstanding. Due to the volume of claims, the Board of Revision of Taxes has not yet completed all of the FY14 appeals. Results from appeal losses to date are factored into the FY15 Current Projections. Adjusting for the net impact of appeals, the real estate tax is projected to decline by 1.73% in FY15. As FY14 appeals are not yet complete, the Office of Property Assessment will complete a partial reassessment for FY16 of areas in the city where residential properties may have been under or overvalued. The next citywide reassessment of all properties will occur in FY17 and reassessments will occur annually thereafter.

In February 2015, the School District of Philadelphia requested additional funding from the City to pay for a critical investment in Philadelphia schools. The City proposes to provide \$105 million in additional revenue for the District by raising the tax rate to 1.4651% in FY16.

Property Tax				
Fiscal Year	City Tax Rates	School District Tax Rate	Total Tax Rate	Proposed Estimated Growth in Tax Base
2015	0.6018%	0.7382%	1.3400%	-1.7300%
2016	0.6018%	0.8633%	1.4651%	1.5000%
2017	0.6018%	0.8633%	1.4651%	4.0000%
2018	0.6018%	0.8633%	1.4651%	3.0000%
2019	0.6018%	0.8633%	1.4651%	3.0000%
2020	0.6018%	0.8633%	1.4651%	3.0000%

The Governor's tax relief proposal would also include a substantial increase in the value of homesteads. Based on the amount of funding included for property tax relief in the Governor's proposal, homestead exemptions would increase from a \$30,000 reduction in assessed values to a \$56,650 reduction in assessed values.

**Business Income and Receipts Tax (formerly the Business Privilege Tax):** The Business Income and Receipts Tax (BIRT) is expected to produce 15.5% (or \$443.9 million) of total tax revenue in FY16. Although this Five Year Plan projects FY16 BIRT revenue to be higher than pre-recession collections of \$436.4 million in FY07, BIRT revenue is expected to decline in FY16 by \$7.4 million due to tax changes described below before showing steady growth to \$490.8 million by FY20. Under current rates, businesses pay 6.43% of net income and 0.1415% on gross receipts. There are modified rates for financial institutions, public utilities, some manufacturers, wholesalers, and retailers. The City reduced BIRT rates each year from FY96 through FY09 until the economic collapse forced it to freeze those rates. In FY12, BIRT reform legislation was passed by City Council and signed by the Mayor, which incorporated several changes intended to help businesses grow in Philadelphia. These tax changes are intended to help businesses in Philadelphia by eliminating disincentives to locate in Philadelphia, and by lowering costs associated with starting a new business in the city. As a result of these tax changes, the City projects a loss of \$308 million in revenue for this tax through FY20. The business privilege license fee for all businesses was eliminated in FY14. In addition, business taxes were eliminated beginning in FY13 for the first two years of operations for all new businesses that employ at least three employees in their first year and six in their second. A second ordinance provided for across the board

exclusions of \$100,000 on the gross receipts portion for all businesses scaled in over a three year period beginning in FY15 and reductions in the net income portion of the BIRT. The first reduction of the net income portion of the BIRT occurred in FY14 when the rate was reduced from to 6.43% from 6.45% in FY13. By FY20, the rate will be reduced to 6.20%. When the exclusions are fully phased in, the first \$100,000 of receipts will be excluded. Lastly, the ordinance implemented the single sales factor apportionment which enables businesses to pay BIRT based solely on sales, not on property or payroll. By taxing property and payroll, the BIRT previously had provided disincentives to firms to locate in the city. BIRT tax revenues grew by 15.8% in FY13, far exceeding the projection of 3.0%, but only grew by 2.4% in FY14, showing the volatility of this tax which is largely based on corporate profits. Going forward, the base is anticipated to increase by 3.0% annually.

Business Income and Receipts Tax			
Fiscal Year	Net Income Tax Rate	Gross Receipts Rate	Proposed Estimated Growth in Tax Revenue
2015	6.41%	0.1415%	3.00%
2016	6.39%	0.1415%	3.00%
2017	6.35%	0.1415%	3.00%
2018	6.30%	0.1415%	3.00%
2019	6.25%	0.1415%	3.00%
2020	6.20%	0.1415%	3.00%

**Sales Tax:** For FY16, the Sales Tax is expected to produce 5.2% or \$269.4 million of total tax revenue, of which \$149.4 million will go to the City and \$120.0 million will, per State legislation, be allocated to the School District. In October 2009, a temporary increase raising the local share of the Sales Tax from 1% to 2% was passed by the Commonwealth, which was scheduled to sunset on June 30, 2014. Per state legislation in 2014, the Sales Tax rate will remain at 2% starting in FY15, and \$120 million of Sales Tax revenue must be transferred to the School District of Philadelphia. The remainder must be directed to debt service on four year deficit borrowing (\$15 million annually through FY18) for the School District and after which the remaining funds go to the City's pension fund.

Total Sales Tax revenue grew by 2.14% in FY14. The Sales Tax forecast for FY15 was revised downward from 3.67% to 0.3% based on receipts to date, forecasts from the IHS and conversations with experts convened by Pennsylvania Intergovernmental Cooperation Authority at the Federal Reserve Bank of Philadelphia. Sales Tax growth is projected increase steadily from 2.1% in FY16 to 3.0% in FY20.

Sales Tax		
Fiscal Year	Local Tax Rate	Proposed Estimated Growth in Tax Revenue
2015	2.00%	0.30%
2016	2.00%	2.10%
2017	2.00%	2.80%
2018	2.00%	3.30%
2019	2.00%	2.80%
2020	2.00%	3.00%

Under the Governor's tax relief proposal, the statewide sales tax rate would increase from 6% to 6.6%, the base of the tax would be broadened and the City portion of the tax would be decreased from 2% to 1.4%. The State would compensate the City for the revenue lost by reducing the rate from 2% to 1.4%, thus narrowing the gap between the sales tax rates in the city and in other jurisdictions.

**Real Property Transfer Tax:** The City imposes a 3% tax on real property sales, and an additional 1% is charged by the Commonwealth of Pennsylvania, for a 4% total Real Estate Transfer Tax (RTT). The RTT is estimated to provide 7.8% of total revenue for a total of \$221.8 million in FY16, a 10% increase above FY15 Current Projection but still below the pre-recession peak of \$236 million in FY06.

Reflecting the recent turnaround in the housing market, RTT revenues grew by \$20.2 million or 10.0% in FY14. Year-to-date receipts through January for FY15 show 31.3% growth over the same period in FY14. The RTT was originally projected to grow at 5.4% and is now projected to grow at 20.0%. Real Estate Transfer Tax is expected to have growth rates of 10.0% in FY16 and ramp down to 2% by FY20. This level of growth results in a projection of Real Estate Transfer Tax revenues of \$240.1 million by FY20, surpassing the pre-recession peak of \$236 million in transfer tax revenues collected in FY06.

Real Estate Transfer Tax		
Fiscal Year	Local Tax Rate	Proposed Estimated Growth in Tax Revenue
2015	3.00%	20.00%
2016	3.00%	10.00%
2017	3.00%	2.00%
2018	3.00%	2.00%
2019	3.00%	2.00%
2020	3.00%	2.00%

**Net Profits Tax:** The City imposes a tax on the net profits of non-incorporated businesses. These include businesses that are organized as individuals, partnerships, associations, or estates and trusts. The Net Profits Tax represents 0.6% of total revenue for a projected total of \$18.5 million in FY16. Similar to the Net Income portion of the BIRT, the Net Profits tax rate is scheduled to decrease from 3.9200% for residents and 3.4915% for non-residents in FY15 to 3.7366% for residents and 3.3282% for non-residents by FY20. Net profits Tax revenue declined by 15% from FY13 FY14. Year to date receipts are not yet indicative since the majority of Net Profits Tax is collected in the fourth quarter of the fiscal year. Growth in the Net Profits Tax is projected at 5.8% in FY15, tapering down to 4.6% by FY20.

Net Profits Tax			
Fiscal Year	Resident Tax Rate	Non-Resident Tax Rate	Proposed Estimated Growth in Tax Revenue
2015	3.9200%	3.4915%	5.80%
2016	3.9102%	3.4828%	4.90%
2017	3.9004%	3.4741%	3.10%
2018	3.8907%	3.4654%	2.90%
2019	3.8129%	3.3961%	4.60%
2020	3.7366%	3.3282%	4.60%

Under the Governor's tax relief proposal, net profits tax rates would decrease at the same rate as wage tax rates.

**Parking Tax:** The Parking Tax is levied on the gross receipts from all parking transactions and is projected to total \$78.8 million in FY16.

#### Locally Generated Non-Tax Revenues

After taxes and revenues from other governments (to be discussed), the third largest portion of the City's General Fund revenues comes from locally generated non-tax revenue. Locally generated non-tax revenues are projected to generate 7% of the FY16 budget. Locally generated revenues include various fees, fines, permits and other charges assessed by the City. In FY16, the City is projecting to collect \$275.1 million compared to a current estimate of \$299.0 million in FY15 and \$301.8 in FY14.

### **Revenues from Other Governments**

Revenues State and Federal governments represent 17% of total General Fund revenues in FY16. The total revenue from other governments is \$656 million, of which \$353.5 million is tax revenue received from PICA and transferred to the City (\$353.5 million). Excluding the PICA portion of the Wage Tax, the FY16 budget projects that revenue from other governments will total \$302.2 million. This amount is on par with the current FY15 Current Projection of \$305.9 million. The FY16 contributions include \$212.9 million from the Commonwealth of Pennsylvania and \$32.1 million from the Federal government. Most of the funding from the Commonwealth is Wage Tax Relief (\$86.3 million) and Pension Aid (\$69.4 million), as well as reimbursement for programs in the Department of Public Health. The tax relief amounts from the State would increase substantially if the Governor's tax relief proposal is enacted. The largest source of Federal funding in the General Fund is reimbursements for the Philadelphia Nursing Home which totals \$19.0 million in FY16.

### **Revenue from Other Funds**

Revenues from other funds primarily consists of payments to the General Fund by the Grants Fund (911 Surcharge) and Enterprise funds (Water and Aviation Funds) for services performed by other City agencies. This makes up 1.7% of all FY16 revenues and is projected to be \$65.2 million in FY16 compared to \$64.2 million in FY15.

### **Special Revenue Funds**

Special Revenue Funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects.

**Grants Revenue Fund:** This 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 (47%), federal funding (33%) and local and other grants (20%) for a total of 19.6% or \$1.56 billion of total FY16 revenue.

**Health Choices Behavioral Health Fund:** This 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 Office of Behavioral Health and Intellectual disAbilities. The Health Choices Behavioral Health Fund is entirely State funded and represents roughly 12.1% (\$961.5 million) of total City revenue.

**Acute Care Hospital Assessment Fund:** This fund represents 2.0% (\$157 million) of all City revenues and 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, which the City remits to the Commonwealth of Pennsylvania to provide medical assistance payments to hospitals within the City for emergency department services.

**Community Development Fund:** This fund accounts for revenues received from the Department of Housing and Urban Development, restricted to accomplishing the objectives of the Community Development Block Grant Program, within specific target areas. It is almost entirely funded by the Federal Government and represents 1.2% (\$94.1 million) of total City revenue.

**Hotel Room Rental Tax Fund:** This fund accounts for the revenues generated by the tax levied on hotel rooms and then distributed to marketing and tourism agencies to promote tourism. In FY16, this fund represents 0.8% or \$62.7 million of total FY16 revenues.

**Special Gasoline Tax Fund:** This 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 of Philadelphia 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. In FY16, this fund accounts for \$30 million or 0.4% of all revenues.

**Housing Trust Fund:** This 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. In FY16, the Housing Trust Fund includes \$12.5 million, roughly 0.2% of all revenues.

**Car Rental Tax Fund:** This fund accounts for revenues generated by the Vehicle Rental tax levied on rental vehicles to pay for debt service on capital projects. The Car Rental Tax Fund accounts for \$5.8 million or less than 0.1% of total FY16 revenues.

**County Liquid Fuels Tax Fund:** This fund accounts for funds received by the Commonwealth of Pennsylvania from the Liquid Fuels Tax and distributed to the City of Philadelphia based on the ratio of the City's 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. The County Liquid Fuels Tax Fund accounts for \$4.95 million, less than 0.1% of total FY16 revenues.

### Enterprise Funds

Enterprise funds are used to account for the financial activity of the city's operations for which customers are charged a user fee.

Enterprise Funds (\$ Thousands)

	FY14 Actual	FY15 Current Estimate	FY16 Proposed	FY16-FY15 \$ Change	FY16-FY15 % Change
Water Fund	643,019	697,080	737,314	40,234	5.8%
Water Residual Fund	25,219	28,039	34,472	6,433	22.9%
Aviation Fund	323,841	421,662	435,816	14,154	3.4%
<b>Total</b>	<b>992,079</b>	<b>1,146,781</b>	<b>1,207,602</b>	<b>60,821</b>	<b>5.3%</b>

**Water Fund:** This 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 represents roughly 9.3% of total City revenue and

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. The Water Residual Fund represents 0.4% of total City revenue in FY16.

**Aviation Fund:** This 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. At \$436 million, the Aviation Fund represents 5.5% of total City revenue and primarily funds the Aviation Division within the Commerce Department but also internal services departments that support the Aviation Division.



## GOVERNOR'S PROPOSED BUDGET AND NEW INVESTMENTS IN PHILADELPHIA SCHOOLS

The Governor's proposed budget would provide for significant local tax relief for counties across the Commonwealth. In Philadelphia, the total estimated package amounts to approximately \$452 in new relief beginning in FY17. When combined with the \$86.3 million wage tax relief funding the City already receives, the newly proposed funds would bring total tax relief for Philadelphia to \$538.3 million annually. The relief impacts both the City and the School District of Philadelphia's budgets, and the City's portion is incorporated into this Five Year Plan.

**Wage Tax Rate Reduction:** The Administration is committed to reducing the Wage Tax rates for residents and non-residents, and this Plan continues to reduce these rates. Moreover, the Governor's tax relief package would, when combined with the existing wage tax relief funding provided by the Commonwealth, bring total wage tax relief to \$282.3 annually. The impact of this new dedicated source on rates, along with the City's previously planned incremental reduction, is shown in the table below:

Wage and Earnings Tax				
	City Five Year Plan		Under Governor's Budget	
Fiscal Year	Resident Tax Rate	Non-Resident Tax Rate	Resident Tax Rate	Non-Resident Tax Rate
2015	3.9200%	3.4915%	3.9200%	3.4915%
2016	3.9102%	3.4828%	3.9102%	3.4828%
2017	3.9004%	3.4741%	3.4831%	3.1147%
2018	3.8907%	3.4654%	3.4874%	3.1181%
2019	3.8129%	3.3961%	3.4233%	3.0606%
2020	3.7366%	3.3282%	3.3603%	3.0041%
Change FY15-FY20	-4.7%	-4.7%	-14.3%	-14.0%

These changes amount to a 14.3% reduction on the resident portion between FY15 and FY20, and would mean that the FY20 resident rate would be at the lowest point since 1976. The non-resident rate would be reduced by 14% and be at the lowest rate since 1971. Reducing the Wage Tax rates will help reduce a competitive disadvantage that Philadelphia may have relative to other jurisdictions, and will provide savings for those living and working in the city.

**Sales Tax Rate Reduction and Base Changes:** The current Sales Tax rate in Philadelphia is 8%, which includes 6% that goes to the Commonwealth. In FY16, Sales Tax revenue is projected to total \$269 million. Of the 2% additional sales tax in Philadelphia, 1% goes to the City's General Fund, which amounts to \$135 million. For the other 1%, the first \$120 million goes to the School District of Philadelphia, and, for four years (FY15-FY18), the next \$15 million goes to pay debt service on a borrowing that the City undertook on behalf of the District. Any remainder is dedicated for the City's pension fund.

The Governor's budget proposal includes raising the State's portion of the Sales Tax from 6% to 6.6% as well as broadening of the base to include taxing professional services, newspapers and magazines, and other previously exempt items. In order to keep the Sales Tax at the current rate of 8% in Philadelphia, the Commonwealth proposes reducing the 2% that goes to Philadelphia to 1.4%. The Commonwealth would compensate the City for the loss in revenue caused by that rate reduction.

Sales Tax				
	City Five Year Plan		Under Governor's Budget	
Fiscal Year	Local Tax Rate	State Tax Rate	Local Tax Rate	State Tax Rate
2015	2.00%	6.00%	2.00%	6.00%
2016	2.00%	6.00%	2.00%	6.00%
2017	2.00%	6.00%	1.40%	6.60%
2018	2.00%	6.00%	1.40%	6.60%
2019	2.00%	6.00%	1.40%	6.60%
2020	2.00%	6.00%	1.40%	6.60%
<b>Change FY15-FY20</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-30.0%</b>	<b>10.0%</b>

The compensation that the Commonwealth provides for the Sales Tax rate reduction would ensure that there would be no negative impact on the School District or the City's budget but would have significant benefits for the City's Pension Fund. The first 1% above the State-wide 6.6% will go to the City's General Fund. The Commonwealth is projecting that the City will receive an additional \$41.4 million in FY17 for the change in the base level, and is requiring that the City use that funding to make contributions to the City's pension fund. The second 1% of the Sales Tax will be reduced to 0.4%. In order to compensate for the loss of the 0.6% in the existing revenue base, the Commonwealth is providing the City with an additional annual payment of \$83.6 million. The Commonwealth will also provide \$24.8 million to compensate for the amount the eliminated 0.6% would have generated from the broadened base. When combined with the amounts the remaining 0.4% sales tax rate would generate, the compensation from the Commonwealth will provide sufficient funds to pay the School District \$120 million annually, pay the \$15 million in debt service for four years and, using current projections, generate substantial funding for the City's pension fund. That additional funding for pensions would total almost \$400 million from FY17 to FY20. The impacts of these changes are shown in the following tables:

Revenues	FY17	FY18	FY19	FY20
Sales Tax Proceeds from First 1%	138,456,911	143,025,989	147,030,717	151,441,638
Additional Revenue from Base Broadening For First 1%	41,388,968	42,754,804	43,951,939	45,270,497
Sales Tax Proceeds from 0.4%	71,938,352	74,312,318	76,393,063	78,684,854
Compensation from the Commonwealth for the loss of 0.6% of Revenue	83,566,619	83,566,619	83,566,619	83,566,619
Compensation from the Commonwealth for the loss of the Base Broadening for the 0.6%	24,833,381	24,833,381	24,833,381	24,833,381
<b>Total Sales Tax Revenues</b>	<b>360,184,232</b>	<b>368,493,112</b>	<b>375,775,719</b>	<b>383,796,991</b>

Uses	FY17	FY18	FY19	FY20
City's General Fund	138,456,691	143,025,989	147,030,717	151,441,638
School District	120,000,000	120,000,000	120,000,000	120,000,000
Debt Service Payment on Borrowing	15,000,000	15,000,000		
Pension Payment	86,727,321	90,467,123	108,745,002	112,355,352
<b>Total Sales Tax Uses</b>	<b>360,184,232</b>	<b>368,493,112</b>	<b>375,775,719</b>	<b>383,796,991</b>

**Property Tax Changes:** In February 2015, the School District of Philadelphia requested additional funding from the City to pay for a critical investment in Philadelphia schools. Despite the local contribution to the District increasing by \$360 million since FY09, students continue to learn without adequate resources and supports needed for them to thrive. On March 4, 2015, Superintendent Hite proposed a bold vision for equity in the city's public schools. This additional funding will go toward making his vision a reality. This vision—Action Plan 3.0—builds on the successes and

revisits the challenges of the past two years. It also introduces a focused and specialized approach to help schools lift the achievement of every single student wherever they live, whatever their background or life experiences.

The Administration proposes to provide \$105 million in additional revenue for the District by raising the tax rate to 1.4651% in FY16. This increase is critical to help improve educational outcomes for Philadelphia's youth. By increasing educational attainment, Philadelphia will continue to grow, attract businesses, and reduce the number of families living in poverty. When combined with the proposed \$160 million included in the Governor's budget, this funding would bring total new resources to the School District to \$265 million. If both revenue increases are approved, the District would be able, for the first time in years, to focus on making investments to provide essential educational opportunities for Philadelphia's school children rather than considering crippling cuts just to ensure that schools can remain open. These investments include providing social, emotional and behavioral health interventions and support to many more students who experienced adverse childhood experiences; counseling, nursing, and library services to students who experienced declines in these services; more students with opportunities to participate in advanced programming, such as Advanced Placement, International Baccalaureate, and dual enrollment; and, resources to support District turnaround schools and expand or replicate high performing schools.

In addition to the wage and sales tax relief discussed above, the Governor's proposal provides \$87.6 million in property tax relief in FY17, to be used to increase the amount of the homestead exemption to the maximum allowed under State law. The median residential assessed value in Philadelphia is \$113,300, and in FY17, the homestead exemption would grow from \$30,000 to \$56,650. The proposal also provides for \$1.7 million to go towards reducing property tax rates, which would change the FY17 rate to 1.4633%. The resulting changes of the property tax rate increase for the School District combined with the larger homestead exemption will mean that a typical Philadelphia homeowner will see a decrease of their current property tax bill by \$287 (from a total of \$1,116 to \$829) from FY15 to FY17, although the bills will increase from FY15 to FY16 by \$104.

Property Tax						
	City Five Year Plan			Under Governor's Budget		
Fiscal Year	City Tax Rate	School District Tax Rate	Total Tax Rate	City Tax Rate	School District Tax Rate	Total Tax Rate
2015	0.6018%	0.7382%	1.3400%	0.6018%	0.7382%	1.3400%
2016	0.6018%	0.8633%	1.4651%	0.6018%	0.8633%	1.4651%
2017	0.6018%	0.8633%	1.4651%	0.6011%	0.8622%	1.4633%
2018	0.6018%	0.8633%	1.4651%	0.6011%	0.8622%	1.4633%
2019	0.6018%	0.8633%	1.4651%	0.6011%	0.8622%	1.4633%
2020	0.6018%	0.8633%	1.4651%	0.6011%	0.8622%	1.4633%
<b>Change FY15-FY20</b>	<b>0.0%</b>	<b>16.9%</b>	<b>9.3%</b>	<b>-0.1%</b>	<b>16.8%</b>	<b>9.2%</b>

	FY15	FY16	FY17	FY18	FY19	FY20	Change FY15 to FY20
Tax Rate	1.3400%	1.4651%	1.4633%	1.4633%	1.4633%	1.4633%	
Median Residential Property Bill (with homestead)	\$1,116	\$1,220	\$829	\$829	\$829	\$829	(\$287)
Average Residential Property Bill (with homestead)	\$1,497	\$1,637	\$1,245	\$1,245	\$1,245	\$1,245	(\$252)

**Cigarette Tax:** In 2014, after receiving Commonwealth authorization, the City implemented legislation providing for a \$2 per pack cigarette tax for the School District. In FY15, the District projects \$49 million in revenue from this tax (the tax increase started in October 2014), and in FY16, for the full year's collection, the District's projects \$60 million. The

tax revenue is projected to decline each year as the assumption is that the tax provides an incentive for smokers to quit or reduce the number of cigarettes that they smoke. The tax is set to expire in June 2019.

The Governor's budget also proposes to increase the statewide cigarette tax by \$1 and to repeal the legislation that authorized the \$2 per pack tax in Philadelphia. The Commonwealth would compensate the District for the loss of the cigarette tax revenue with an annual \$60 million payment. This will provide the District with an additional stable source of funding, replacing the temporary and declining current tax.

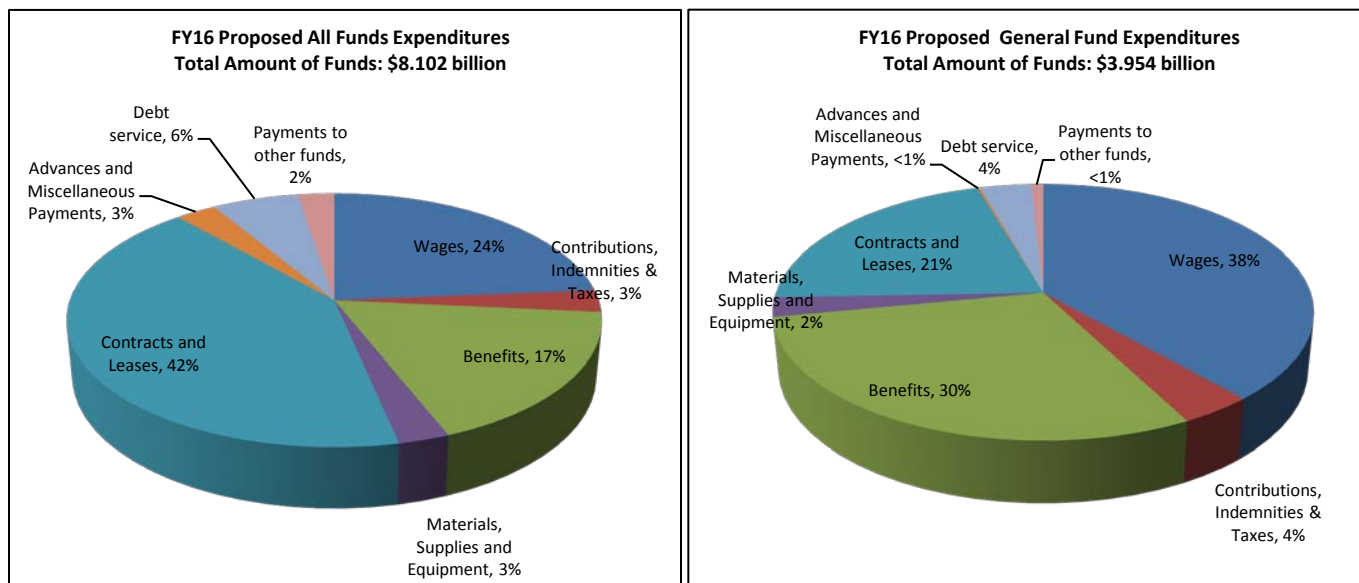
# Expenditure Outlook

## THE CITY'S FY16 EXPENDITURES

### Overview

The proposed FY16 expenditures for all operating funds total \$8.102 billion, a \$565 million increase from the FY15 Current Projection. The proposed FY16 General Fund expenditures total \$3.954 billion, a \$89.6 million increase (2.3%) from the FY15 Current Projection, primarily a result of rising pension and health/medical costs and arbitration award costs for the Police Department. The remaining \$11.5 million represents a net increase of only 0.3%. Proposed expenditures are estimated to increase to \$4.193 billion (6%) by FY20.

The following charts show a breakdown of total FY16 expenditures for All Funds and the General Fund by Class. For All Funds, wages and benefits combined represent 41% of expenditures, contracts and leases represent 42%, debt service represents 6%, contributions, indemnities and taxes represent 3%, advances and miscellaneous payments represent 3%, materials supplies and equipment represent 3% and payments to other funds represents 2%. For the General Fund, wages and benefits combined represent 68% of expenditures, contracts and leases represent 21%, debt service represents 4%, contributions, indemnities and taxes represent 4%, materials supplies and equipment represent 2%, advances and miscellaneous payments represent <1%, and payments to other funds represents <1%.

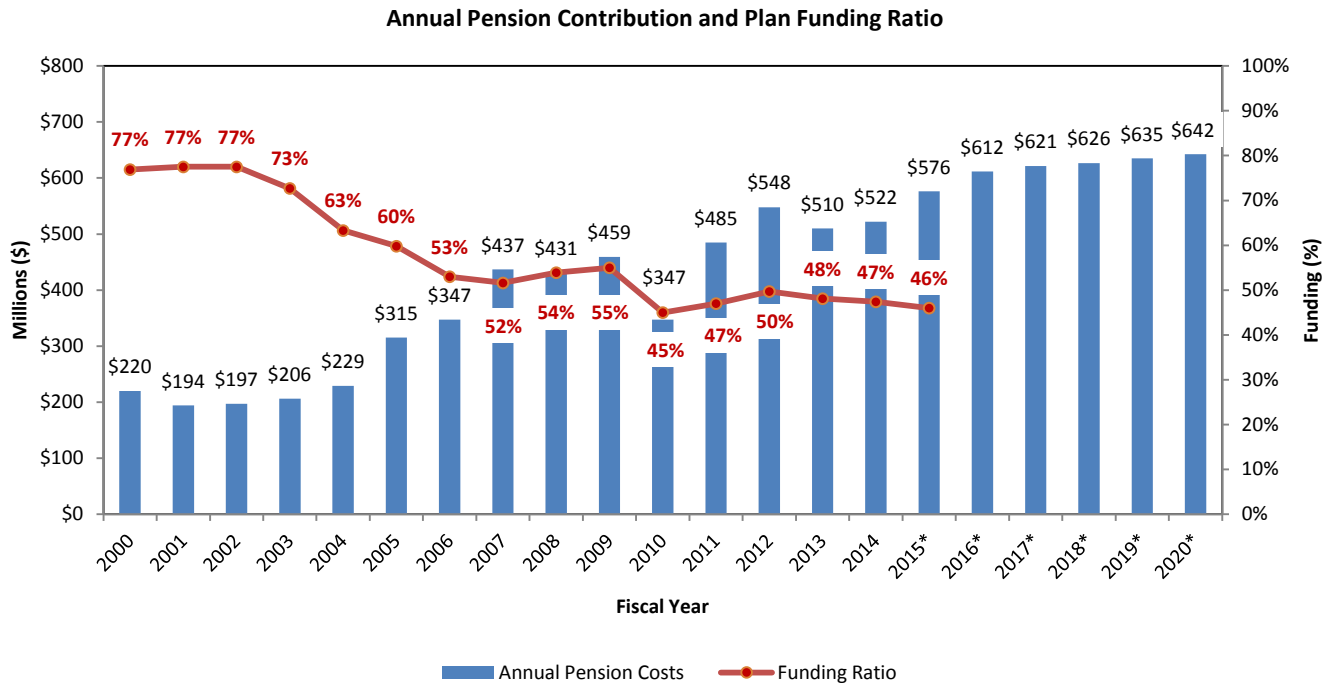


	All Funds*			General Fund		
	FY15 Current Projection	FY16 Proposed	FY16-FY15 Change	FY15 Current Estimate	FY16 Proposed	FY16-FY15 Change
Personal Services	1,860,006	1,919,741	59,735	1,494,136	1,523,139	29,003
Personal Services - Pensions	674,976	719,028	44,052	576,053	611,701	35,648
Personal Services - Employee Benefits	680,790	698,276	17,486	545,606	560,481	14,875
Purchase of Services	3,196,956	3,392,684	195,728	823,995	831,016	7,021
Materials, Supplies and Equipment	197,134	216,889	19,755	94,046	96,831	2,785
Contributions, Indemnities, and Taxes	223,633	226,905	3,272	151,167	150,773	(394)
Debt Service	469,994	492,042	22,048	133,851	141,398	7,547
Advances & Misc. Pmts. / Labor Obligations	3,411	230,708	227,297	3,411	6,907	3,496
Payments to Other Funds	230,251	206,272	(23,979)	43,055	32,715	(10,340)
<b>Total</b>	<b>7,537,151</b>	<b>8,102,545</b>	<b>565,394</b>	<b>3,865,320</b>	<b>3,954,961</b>	<b>89,641</b>

\* Includes General Fund, County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, HealthChoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, and Aviation Fund.

## Major Expenditures

**Pensions:** 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 depend. Employee benefits have grown much more quickly than the City's revenues and other expenditures, which means that more and more of the City's budget is not available to pay for services. In FY16, pension costs represent 15.5% of General Fund expenditures. The rapidly escalating costs of pensions, combined with the Pension Fund's declining health – it is now less than 50% funded – make pensions perhaps the most significant financial challenge facing the City.



\* FY15-FY20 are projected pension costs

Pension payments in FY16 are projected to total \$611.7 million compared to \$576.1 million in FY15. While the City's annual pension contribution has grown by over 160% since FY04, the pension fund's funded percent has dropped from over 60% to under 50%.

In addition, the City is taking multiple other steps to improve the health of the Pension Fund. The Pension Board has lowered the assumed rate of return to 7.80% from 8.75% since beginning of the Nutter Administration. Partially as a result of this change in assumed rate of return, the minimum municipal obligation (MMO) of the City to the pension fund for all funds increased from \$556.1 million in FY15 to \$598.5 million in FY16, which is reflected in this Five Year Plan. The reductions in earnings assumptions allow funds to moderate risk of the investments, which can also reduce the likelihood of losses.

**Health Benefit Costs:** General Fund health benefit costs are budgeted to total \$411.5 million, 10.4% of the FY16 proposed budget. Health benefit program costs are one of the largest and fastest growing 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 DC 33 and DC 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. These changes include moving to self-insurance for health benefits, increasing co-pays and implementing wellness and disease management programs to improve health and decrease long-term health care spending. Even with these changes, general fund health care costs are estimated to rise 3.8% from FY15 to FY16.

**Debt Service:** Debt service shown in the Sinking Fund Commission's budget represents 6.2% of the total FY16 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 on page 277 discusses the City's debt in more detail.

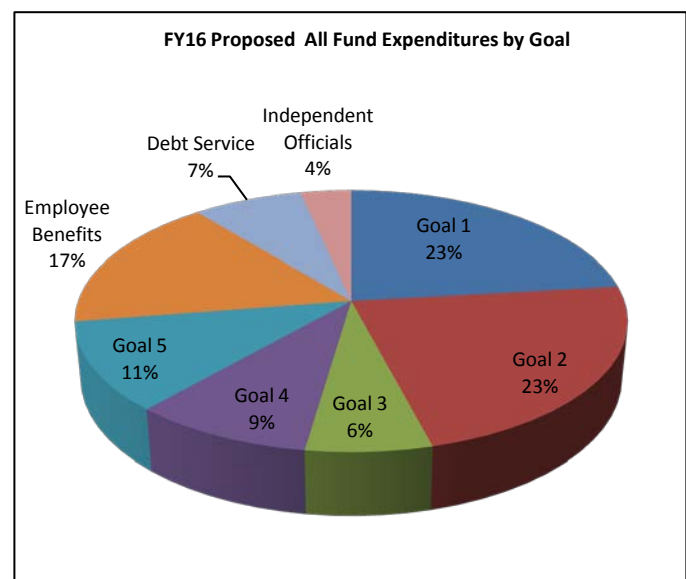
### Expenditures by Goal

The \$8.102 billion All Funds and \$3.954 billion General Fund budgets are also broken down by goal. The following table shows total expenditures for All Funds and General Fund broken down by Goal rather than class. While employee benefits are a cost of achieving the Mayor's goals as they are part of the compensation paid to employees, they are separately broken out in this section. The implementation of the City's new budgeting system this summer will enable the allocation of benefits to programs and therefore departments. In future years, it is the expectation that employee benefits will not be broken out as shown below but will be allocated to each department.

	General Fund	Other Funds	All Funds
Goal 1	1,241,537,962	636,560,476	1,878,098,438
Goal 2	318,753,108	1,524,801,499	1,843,554,607
Goal 3	35,968,432	480,311,696	516,280,128
Goal 4	258,903,200	485,232,043	744,135,243
Goal 5	478,005,666	414,252,383	892,258,049
Employee Benefits	1,172,182,395	173,614,169	1,345,796,564
Debt Service	245,945,126	356,644,464	602,589,590
Independent Officials	203,665,111	76,167,270	279,832,381
<b>Total</b>	<b>3,954,961,000</b>	<b>4,147,584,000</b>	<b>8,102,545,000</b>

In FY16, 17% of All Funds proposed expenditures will go towards employee benefits; 7% will be spent on debt service; and 4% on independent officials. The lion share of the City's total All Funds budget is spent on achieving the Mayor's goals as follows:

- **Goal 1: Philadelphia becomes one of the safest Cities in America** – 23% of total expenditures, including \$685 million for the Philadelphia Police Department, \$673 million for the Department of Human Services, \$245 million for the Philadelphia Prisons System, \$237 million for the Fire Department, and \$37 million for the Department of Licenses and Inspections which is comprised of the Board of Building Standards, the Board of Licenses and Inspections Review, the Zoning Board of Adjustment, and the Department of Licenses and Inspections itself.

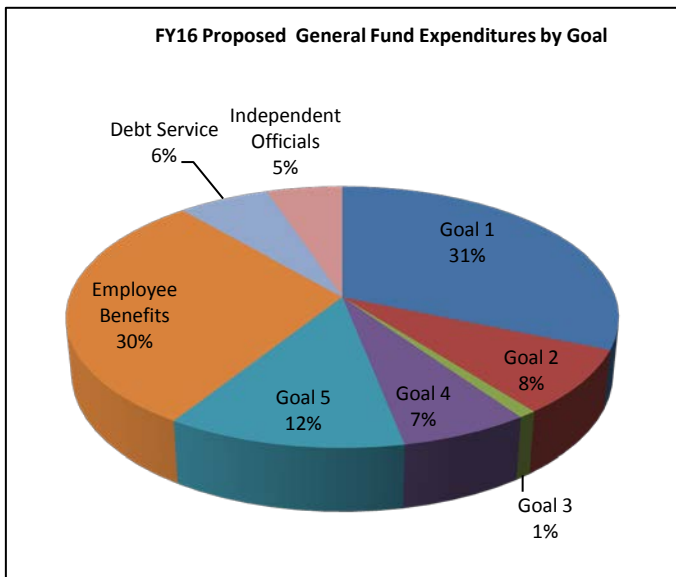




- **Goal 2: The education and health of Philadelphians improves** – 23% of total expenditures, including \$1.23 billion for the Office of Behavioral health and Intellectual disabilities, of which over \$961 million comes from the Health-Choices Behavioral Health Revenue Fund; \$354 million for the Department of Public Health; \$92 million for the Office of Supportive Housing; \$50 million for the Free Library, \$31 million contribution to the Community College; and \$69 million contribution to the School District.
- **Goal 3: Philadelphia is a place of choice** – 6% of total expenditures, including \$184 million for the Airports funded entirely out of the Aviation Fund; \$215 million for the Office of Housing and Community Development of which \$188 million is funded by the Community Development Fund and the Grants Revenue Fund; and \$79 million for the Department of Commerce.
- **Goal 4: Philadelphia becomes the greenest and most sustainable city in America** – 9% of total expenditures, including \$402 million for the Water Department funded entirely by the Water Fund and the Water Residual Fund, \$195 million for the Streets Department, the City's \$74 million subsidy payment to SEPTA, \$69 million for the Department of Parks and Recreation, \$2.9 million for the Mayor's Office of Transportation and Utilities, and \$1 million for the Office of Sustainability.
- **Goal 5: Philadelphia government work efficiently and effectively, with integrity and responsiveness** – 11% of total expenditures, including \$162 million for the Office of Innovation and Technology, \$145 million for the Department of Public Property; \$84 million for the Managing Director's Office, \$78 million for the Office of Fleet Management, \$63 million for the Revenue Department, and \$21 million for the operating costs of the Office of the Director of Finance.

The \$3.955 million General Fund budget is also broken down by goal. In FY16, 30% of proposed expenditures will go towards employee benefits; 6% will be spent on debt service; and 5% on independent officials. The remaining 59% of the budget is spent on achieving the Mayor's goals as follows:

- **Goal 1: Philadelphia becomes one of the safest Cities in America** – 31% of General Fund expenditures. This includes investments to maintain a police force of 6,525 and adequately staff the Fire Department and the Philadelphia Prison System. This also includes \$5.5 million in new funding to strengthen the Department of Licenses and Inspections to implement the *2015 Plan for a Safer City* initiatives.
- **Goal 2: The education and health of Philadelphians improves** – 8% of General Fund expenditures, including new investments of \$1 million for the Free Library Read by 4<sup>th</sup> initiatives and \$3.4 million in additional funding for Community College of Philadelphia, including \$2 million in additional funding to maintain tuition levels.
- **Goal 3: Philadelphia is a place of choice** – 1% General Fund expenditures, including \$2.5 million for the Office of Housing and Community Development, \$7.2 million for the Department of Commerce, \$2.4 million for the City Planning Commission, and over \$7.8 million for arts and culture related spending. New investments in the FY16 budget include \$1.1 million to the Department of Commerce for the Philadelphia Talent Collaborative, \$200,000 to the Office of Arts & Culture and the Creative Economy, and the Creative Economy to replace expiring grant funding, and \$150,000 to the Mural Arts Guild program.



- **Goal 4: Philadelphia becomes the greenest and most sustainable city in America** – 7% of General Fund expenditures, including \$125 million for the Streets Department, a \$74 million contribution to the South East Pennsylvania Transportation Authority (SEPTA), and \$58 million for the Department of Parks and Recreation. The FY16 proposed budget allocates \$3.9 million in new funding to Parks and Recreation to fund expanded youth workforce programs throughout the City as well as increased funding to SEPTA and the Streets Department.
- **Goal 5: Philadelphia government work efficiently and effectively, with integrity and responsiveness** – 12% of General Fund expenditures, which covers the cost of all of the City's administrative functions. New investments in the proposed FY16 General Fund budget related to this goal include \$3.0 million for the Office of Fleet Management to replace aged vehicles citywide; \$2 million for the Office of Innovation and Technology to fund a citywide five year computer refresh cycle; and \$1.3 million to fund the Revenue Department's Earned Income Tax Credit outreach program.

**Independent Officials:** The FY16 proposed budget for Independently Elected Officials is \$204 million representing 5% of General Fund expenditures. This includes \$110 million for the First Judicial District; \$35 million for the District Attorney's office; \$18 million for the Sheriff's Office; \$16 million for City Council; \$9.6 million for City Commissioners; \$8 million for the office of the Controller; \$1 million for the Board of Ethics; and \$0.8 million for the Board of Revision of Taxes.

Taken together with the City's revenue and obligation projections, these investments result in a projected General Fund balance level of \$65.4 million in FY16, which decreases to a low of \$33.2 million in FY17 and increases to a high of \$155.3 million by FY20. As discussed in the Fund Balance Trends and Projections chapter on page 283, this is well below the City's target of having an unreserved fund balance of roughly 6-8% of General Fund expenditures, which in FY16 would represent \$237-\$316 million.

## LABOR

Workforce costs are critical to the fiscal health of the City. Like most local governments, the City provides labor-intensive services. The City needs trained and professional workers to investigate crime, respond to emergencies, maintain clean streets, and deliver and support many other important municipal services. As a result, labor costs – including wages, healthcare benefits, and pensions – are the City’s single largest expense, accounting for 68% or \$2.7 billion of the City’s \$3.9 billion FY16 proposed budget. With more than two thirds of the City’s budget dedicated to employees, responsibly managing workforce costs is critical to maintaining fiscal health.

The City is committed to reaching collective bargaining agreements with each of its unions that are fair to both employees and taxpayers. As of February 2015, the City has labor agreements with four major unions: Fraternal Order of Police (FOP) Lodge No. 5, International Association of Fire Fighters (IAFF) Local 22, American Federation of State, County, and Municipal Employees (AFSCME) District Council 33 (DC 33), and AFSCME District Council 47 (DC 47). These agreements and awards achieved key reforms in health care, pensions, overtime, and work rules to help contain costs and improve workforce management. The City is currently in the interest arbitration process with corrections officers and related employees, represented by DC 33, and employees of the Sheriff’s Office and Register of Wills, represented by the FOP. Over the course of this Five Year Plan, \$37.9 million is set aside for unresolved labor contracts with these groups.

As of January 2015, the City had 27,831 employees, of whom 23,071 (83%) are represented by one of the City’s municipal unions:

Employee Group	Employee Count	Contract Term
Fraternal Order of Police (Lodge No. 5)	6,469	7/1/2014-6/30/2017
Deputy Sheriff & Register of Wills (Lodge No. 5)	324	7/1/2009-6/30/2014*
International Association of Fire Fighters (Local 22)	2,109	7/1/2013-6/30/2017
AFSCME District Council 33	7,973	7/1/2009-6/30/2016
Local 159 (DC 33) Correctional Officers	2,221	7/1/2008-6/30/2014*
AFSCME District Council 47	3,480	7/1/2009-6/30/2017
Local 810 (DC 47) Court Employees	495	7/1/2014-6/30/2016
Non-represented	1,102	--
Exempt	3,658	--
<b>Total Employees</b>	<b>27,831</b>	

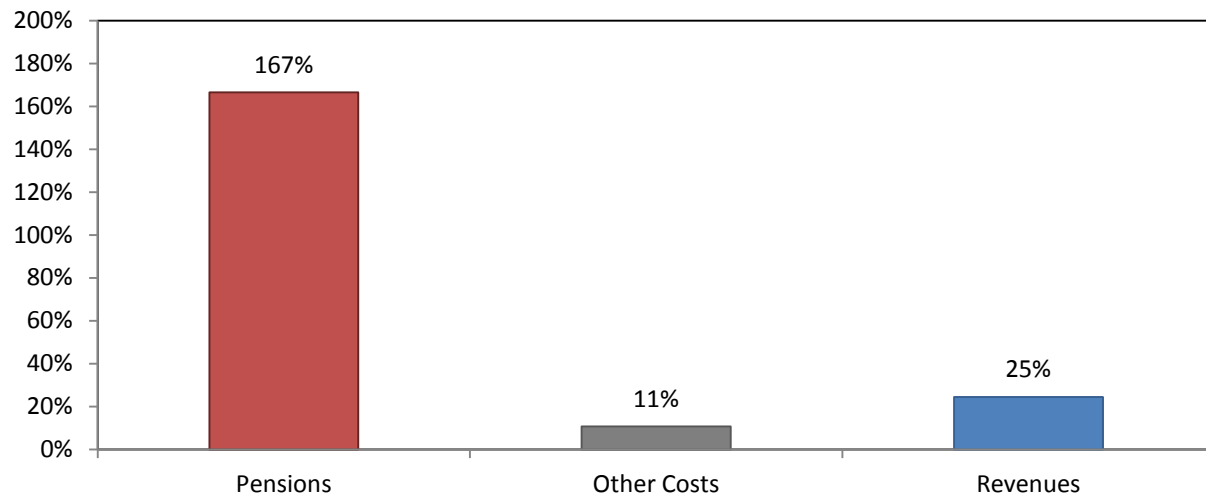
\*Pending interest arbitration award

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 1972, 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 DC 33, and employees of the First Judicial District represented by DC 47 are not permitted to strike, but may proceed to interest arbitration under Act 195.

**Key Cost Drivers:** Employee health care and pension benefits are the largest and fastest growing expenditures in the City’s budget. In FY16, employee benefit costs (including pensions) will comprise 30% of the proposed budget General

Fund expenditures. From FY04 to FY15, pension expenditures are projected to grow by 167% while revenues are only projected to increase by 25% (and all other costs projected to grow 11% over the same period). At the same time, the pension funding ratio has weakened, with its funding percentage dropping from 63.3% in FY04 to 46% in FY15<sup>34</sup>. As spending on employee benefits grows, City spending on other services continues to be constrained.

**Growth in Pensions, Other Costs and Revenues FY04-FY16\***



\*FY16 is budgeted

In order to address the challenges these long-term structural 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 DC 33 and DC 47 members who opt out of their union administered plans), and sought changes to its labor contracts in the areas of health and pension benefits to reduce costs and risk to the General Fund. These changes include introducing hybrid pension plans with defined benefit and defined contribution components, increasing employee contributions to pensions, moving to self-insurance for health benefits, increasing co-pays and implementing wellness and disease management programs to improve health and decrease long-term health care spending. In order to reduce or eliminate the need for permanent layoffs in future economic downturns, the City has also sought increased flexibility in its personnel rules to make furloughs, or temporary layoffs, a viable alternative.

Improving the long-term, structural health of the City's pension plan (currently 46% funded) has been a key focus of the City's labor strategy. Shifting from a defined-benefit system toward a hybrid plan with a defined contribution component can help reduce the City's required contribution and shares the investment risk with active employees. In a defined benefit pension system, employees are promised a specified monthly annuity at retirement, and the City assumes the entire investment risk of funding this benefit. While the hybrid model maintains a less generous defined benefit, the defined contribution portion allows the City to set a firm, upfront contribution limit and allows employees to manage the investments and make additional contributions as desired.

**Update on Labor Agreements:** As of February 2015, the City has labor agreements with its four major unions: FOP, IAFF, DC 33, and DC 47. Arbitration proceedings for successor agreements to begin July 1, 2014 are underway for employees of the Sheriff's Office and Register of Wills and corrections officers and youth detention counselors. The information below provides an update on recent agreements and arbitration awards and summarizes the reforms achieved.

<sup>34</sup> As of the current July 1, 2014 preliminary valuation.

**Fraternal Order of Police (FOP), Lodge No. 5:** On July 30, 2014, an interest arbitration panel issued a three year award providing wage increases for bargaining unit employees and additional management tools.

- Term: July 1, 2014 to June 30, 2017.
- Wages: Members received 3% on July 1, 2014 and will receive 3.25% on July 1, 2015 and July 1, 2016 as well as a one-time cash accreditation bonus within 30 days of the Police Department being accredited by the Pennsylvania Chiefs of Police.
- Management Tools: The award also provided the City with the ability to rotate officers in all bargaining unit ranks out of the Narcotic Bureau and Internal Affairs after the employee has been in that assignment for at least 5 years, introduced merit selection of employees for supervisory ranks, expanded drug testing of employees in sensitive units, removed practical barriers to the use of temporary layoffs through changes in the calculation of layoff scores and a change in the DROP ordinance, and updated the discipline code.

The previous FOP interest arbitration award, which covered FY10-FY14, was the first City contract to introduce Plan 10, the hybrid pension plan with a defined benefit and 401(k)-style element. Uniformed police employees hired after January 1, 2010 now choose between participating in the hybrid option or paying an additional 1% of pay (from 5% to 6% of pay) to remain in the pre-existing plan. The increased employee pension contributions provide General Fund savings for the City. In addition, the previous award also ordered increases in co-pays for doctor's visits and prescription drugs, and the FOP's health plan moved to self-insurance in FY11. These changes have generated tens of millions of dollars in savings for the City to date.

**FOP Deputy Sheriff and Register of Wills, Lodge No. 5:** Unionized employees of the Sheriff's Office and Register of Wills are covered under a five year interest arbitration award with the FOP which expired on June 30, 2014. This award introduced a new hybrid pension plan with defined benefit and defined contribution components for new hires as well. Employees of the Sheriff's Office hired after January 1, 2012 choose between entering into the existing municipal pension Plan 87 and increasing their contribution to 50% of normal cost from 30% of normal cost, or going into a new hybrid plan, which is similar in structure to the new hybrid plan put in place for police employees under the FY10-FY14 award. Register of Wills employees hired after January 1, 2012 must enter the hybrid plan. The award was the first that required City employees to enter the hybrid plan. Interest arbitration proceedings are underway for successor agreements to begin July 1, 2014.

Employees of the Sheriff's Office participate in the FOP's health plan and are subject to the same funding terms and benefit plan changes as the police award. Register of Wills employees continue to participate in the City-administered health plan.

**International Association of Fire Fighters (IAFF), Local 22:** On January 9, 2015, an interest arbitration panel issued a four year award for Local 22, recognizing that wage increases received by bargaining unit employees must be accompanied by additional management and health and wellness tools.

- Term: July 1, 2013 to June 30, 2017.
- Wages: Members received a 3.0% wage increase on July 1, 2013, and 3.0% on July 1, 2014, and will receive a 3.25% increase on July 1, 2015. The award also includes a reopener to determine the July 1, 2016 wage increase.
- Health care: Like the self-insurance structure put in place with the FOP in the FY10-FY14 police award, the City will pay the cost of benefits and administration after February 1, 2015 once the Health Fund has paid for the first \$15 million in expenses. The award required the implementation of a wellness and fitness program

with comprehensive, mandatory bi-annual medical examinations in the workplace, plus aggressive wellness programs through the Health Fund, including a one-time financial incentive for completing wellness activities by December 31, 2015.

- Discipline: The award made several reforms in the area of discipline. It implemented a discipline code, made changes in how employee arrests are treated and created a program to streamline the processing of many discipline arbitrations. Collectively, these changes put in place a system that allows for discipline that is fair, consistent, efficient, and timely.

The previous IAFF interest arbitration award, which covered FY10-FY13, introduced changes in health insurance co-pays and the hybrid pension plan option mirroring those in the FY10-FY14 FOP award for police.

**AFSCME District Council 33 (DC 33):** On August 21, 2014, the City reached agreement on a seven year contract with DC 33 representing 7,973 blue collar employees. Again, the contract recognized that wage increases received by bargaining unit employees must be accompanied by important reforms in the area of pensions, health care, and work rules.

- Term: July 1, 2008 to June 30, 2016.
- Wages: \$2,800 lump sum ratification payment, 3.5% wage increase on September 1, 2014, and 2.5% on July 1, 2015. In addition, the freeze on step and longevity movement, which was imposed in July 2009, was lifted effective September 1, 2014. Members did not receive wage increases during the six year period from FY09 through FY14.
- Health care: The City made a one-time \$20 million lump sum payment into the DC 33 Health Fund. The City's per member per month (PMPM) contribution to the Health Fund increases to \$1,110 PMPM effective July 1, 2014 and \$1,194 PMPM effective July 1, 2015. Employee health contributions to the DC 33 Health Fund will be made pre-tax, but the City will not be required to contribute for any employee who waives coverage.
- Overtime: Starting in 2015, sick time does not count towards hours worked when determining when overtime is due on a weekly basis.
- Pension: All employee pension contributions increased by 0.5% of pay on January 1, 2015, and will increase by an additional 0.5% of pay on January 1, 2016. Employees hired after September 9, 2014 may choose to either participate in Plan 10 or contribute an additional 1% of pay to the pension fund on top of these increased contributions.
- Furloughs: In lieu of creating a separate mechanism for furloughs or temporary layoffs, the Union agreed to change the calculation of the layoff score and to change the pension ordinance to provide that a layoff of fewer than 15 consecutive days will not be considered a separation for purposes of the Deferred Retirement Option Plan (DROP) to prevent employees who are in the DROP from experiencing a permanent separation as a result of a temporary layoff.

**District Council 33 (DC 33) Corrections' Officers and Youth Detention Officers, Local 159:** Corrections Officers and related employees who are part of DC 33 are covered under a five year interest arbitration award which expired on June 30, 2014. Interest arbitration proceedings are underway for successor agreements to begin July 1, 2014. The previous arbitration award issued in 2012 required all new hires to enter into the hybrid pension plan and increased the pension contributions for current employees, which took effect November 14, 2014. Contributions for members of Plan 87 increased from 30% of the normal cost to 50% of the normal cost (the present value of benefits earned in the current year of service). Members of Plan 67 now also pay 50% of the normal cost but no longer receive an offset while contributing toward FICA, which has the effect of increasing most contributions by 2.25% of pay. This award also excluded paid time off other than vacation from overtime eligibility.

**AFSCME District Council 47 (DC 47):** The City reached an eight year agreement with DC 47 on February 25, 2014 for a contract term from July 1, 2009 through June 30, 2017. DC 47 represents more than 3,450 white collar employees. The contract recognized that wage increases received by bargaining unit employees must be accompanied by important reforms in the area of pensions, health care, and work rules.

- Wages: Members received a \$2,000 ratification bonus, 3.5% wage increase 30 days after ratification (April 4, 2014), and will receive a 2.5% wage increase on July 1, 2015, and 3.0% wage increase on July 1, 2016. In addition, the freeze on step and longevity movement which was imposed in July 2009 was lifted effective April 4, 2014. No retroactive wage increases were provided for the six year period from FY09 through FY14.
- Health care: The health fund moved to a self-funding arrangement beginning January 2015. The City now pays only the actual, not projected, cost of benefits and administration. In addition, DC 47 employees must contribute at least 9% of the total cost of benefits of benefits and administration.<sup>35</sup> DC 47 will manage the plan and use an aggressive wellness program with monetary incentives to help employees and their families stay healthier and control costs.
- Overtime: Starting in 2015, sick time does not count towards hours worked when determining when overtime is due on a weekly basis.
- Pension: All employee pension contributions increased by 0.5% of pay on January 1, 2015 and will increase again by an additional 0.5% of pay on January 1, 2016. Employees hired after March 5, 2014 must choose to either participate in Plan 10 or contribute an additional 1% of pay to the pension fund on top of these increased contributions.
- Furloughs: In lieu of creating a separate mechanism for furloughs or temporary layoffs, the Union agreed to change the calculation of the layoff score and to change the pension ordinance to provide that a layoff of fewer than 15 consecutive days will not be considered a separation for purposes of the Deferred Retirement Option Plan (DROP) to prevent employees who are in the DROP from experiencing a permanent separation as a result of a temporary layoff.

**District Council 47 Court Employees, Local 810:** On August 6, 2014, the City reached a two year agreement setting contract terms for nearly 500 employees of the First Judicial District, the majority of whom are probation officers. The award provided wage increases and continued important reforms in the areas of health care and pension.

- Term: July 1, 2014 to June 30, 2016.
- Wages: Members received a 2.5% wage increase on July 1, 2014 and will receive another 2.5% wage increase on July 1, 2015.
- Health care: Employees continue to participate in the DC 47 health plan and are subject to the terms agreed upon by the City and DC 47.
- Pension: Employees will be subject to pension reforms effective for DC 47. All employee pension contributions increased by 0.5% of pay on January 1, 2015 and will increase by an additional 0.5% of pay on January 1, 2016. Employees hired after November 14, 2014 choose to either participate in Plan 10 or contribute an additional 1% of pay (beyond the increased employee contributions for all employees).

#### **Exempt and Non-Represented Employees:**

- Wages: In an effort to contain costs during the great recession, exempt and non-represented civil service employees did not receive wage increases from July 1, 2007 through September 30, 2012. Employees

<sup>35</sup> DC 47 had a benefit payroll contribution in place prior to the 9% contribution language being included in the current labor contract. As of February 2015, the City and union are in the process of determining if this contribution level satisfies the 9% threshold for 2015 or if the contribution level needs to be adjusted. While employee contributions may not increase in calendar year 2015, employee contributions will increase if the cost of benefits escalates in future years.



received a 2.5% pay increase on October 1, 2012 and 3.5% on July 1, 2014. As with represented employees, increments and longevity for non-represented civil service employees were frozen on July 1, 2009 but then restored on October 1, 2012 as if the freeze had not occurred. However, no retroactive pay was provided.

- Health care: The City instituted several measures to curtail healthcare costs for the City Administered Benefits Program. In FY10, the City moved from a fully-insured model to a self-insurance arrangement. The City also increased employee copays and instituted a disease management and wellness program with financial incentives for completing wellness activities. In FY15, the City added a tobacco user surcharge and employees will pay an additional \$15 copay for each covered prescription if they use a pharmacy that sells tobacco products.
- Pension: Exempt and non-represented wage increases were accompanied by increases to employee pension contributions. Existing exempt (hired before November 14, 2014) and non-represented employees (hired before May 14, 2014) pay 30% of normal cost plus 0.5% of compensation as of January 1, 2015 and an additional 0.5% on January 1, 2016, for a 1% total increase. New employees hired after the effective dates choose between paying pay an additional 1% or entering the hybrid plan. Those who pay the additional one percent will also pay an additional 0.5% as of January 1, 2015 and an additional 0.5% on January 1, 2016, for a 2% total increase.
- Compensatory Time and Overtime Pay: Double time was eliminated and employees are required to work 40 hours in order to qualify for overtime. The City will no longer count sick time toward hours worked when determining whether an employee is eligible to earn compensatory time or overtime pay.
- Furloughs: If the City's fiscal condition warrants such action, City departments will be able to furlough non-represented employees. The Administration had the existing authority to furlough exempt employees, and exempts experienced 5 furlough days in both FY09 and FY10.

**Employee Wage Increases FY09-FY17:** The following table presents employee wage increases from FY09 through FY17 for each bargaining unit. The most recent contract terms are highlighted.



Fiscal Year	AFSCME DC 33	AFSCME DC 47	FOP Lodge No. 5	IAFF Local 22	AFSCME DC 33 Correctional Officers	AFSCME DC 47 Local 810 Court Employees	AFSCME DC 47 Local 2186	FOP Lodge 5 Sheriff's Office & Register of Wills
2009	0% / \$1,100 ratification bonus (1)	0% / \$1,100 ratification bonus (1)	4.0% (2)	4.0% (2)	0.0%	0% / \$1,100 ratification bonus (1)	0% / \$1,100 ratification bonus (1)	3.0%/\$1,100 (3)
2010	0% (4)	0% (5)	0.0% (6)	0.0% (7)	0% (8)	0%(9)	0% (10)	0% (11)
2011	0% (4)	0% (5)	3.0%(6)	3.0%(7)	0% (8)	0%(9)	0% (10)	2.5% (11)
2012	0% (4)	0% (5)	3.0% (6)	3.0% (7)	0% / \$1,100 ratification bonus (8)	0%(9)	0% (10)	2.5% (11)
2013	0% (4)	0% (5)	3.0% (6)	3.0% (7)	2.5% (8)	2.5% (9)	2.5% (10)	3.0% (11)
2014	0% (4)	3.5% + \$2,000 lump sum (5)	3.0% (6)	3.0% (12)	2.5% (8)	2.5% (9)	3.5% + \$2,000 lump sum (10)	3.0% (11)
2015	3.5% + \$2,800 lump sum (4)	0% (5)	3.0% (13)	3.0% (12)	--	2.5% (14)	0% (10)	--
2016	2.5% (4)	2.5% (5)	3.25% (13)	3.25% (12)	--	2.5% (14)	2.5% (10)	--
2017	--	3.0% (5)	3.25% (13)	Reopener (12)	--	--	3.0% (10)	--

- (1) Cash bonus of \$1,100 paid 15 days after ratification.
- (2) One year contract: 2% effective July 1, 2008 and 2% effective January 1, 2009.
- (3) One year contract: 3% increase effective July 1, 2008 for employees of the Sheriff's Office; cash bonus of \$1,100 for employees of the Register of Wills.
- (4) Seven year contract effective July 1, 2009-June 30, 2016. Employees received a ratification bonus of \$2,800. Wage increase of 3.5% on September 1, 2014 and 2.5% on July 1, 2015.
- (5) Eight year contract effective July 1, 2009-June 30, 2017. Employees received a ratification bonus of \$2,000. Wage increase of 3.5% effective 30 days after ratification of agreement reached on February 25, 2014, followed by 2.5% on July 1, 2015 and 3% on July 1, 2016.
- (6) Five year contract effective July 1, 2009-June 30, 2014: 0% effective July 1, 2009, 3% effective July 1, 2010, 3% effective July 1, 2011, 3% effective July 1, 2012. Reopener for FY14 wage increase: 3% effective July 1, 2013.
- (7) Four year contract effective July 1, 2009-June 30, 2013: 0% effective July 1, 2009, 3% effective July 1, 2010, 3% effective July 1, 2011, 3% effective July 1, 2012.
- (8) Five year contract: received same negotiated wage increases (if any) by DC 33 for July 1, 2009 through June 30, 2012, \$1,100 cash bonus in 2012, wage increases of 2.5% effective July 1, 2012 and 2.5% effective July 1, 2013. Interest arbitration underway for a contract beginning July 1, 2014.
- (9) Five year contract: received same negotiated wage increases (if any) by DC 47 for July 1, 2009 through June 30, 2013, wage increases of 2.5% effective July 1, 2012 and 2.5% effective July 1, 2013.
- (10) Eight year memorandum of agreement effective July 1, 2009-June 30, 2017. Employees received a ratification bonus of \$2,000. Wage increase of 3.5% effective 30 days after ratification of agreement reached on February 25, 2014, followed by 2.5% on July 1, 2015 and 3% on July 1, 2016. Wage increase of 2.5% unilaterally implemented in October 2012 along with overtime changes.
- (11) Five year contract: 0% effective July 1, 2009, 2.5% effective July 1, 2010, 2.5% effective July 1, 2011, 3.0% effective July 1, 2012, and 3.0% effective July 1, 2013. Interest arbitration underway for a contract beginning July 1, 2014.
- (12) Four year contract effective July 1, 2013 – June 30, 2017: 3% effective July 1, 2013, 3% effective July 1, 2014, 3.25% effective July 1, 2015, reopener to determine July 1, 2016 wage increase.
- (13) Three year contract effective July 1, 2014 – June 30, 2017: 3% effective July 1, 2014, 3.25% effective July 1, 2015, 3.25% effective July 1, 2016.
- (14) Two year contract effective July 1, 2014 – June 30, 2016: 2.5% effective July 1, 2014, 2.5% effective July 1, 2015.

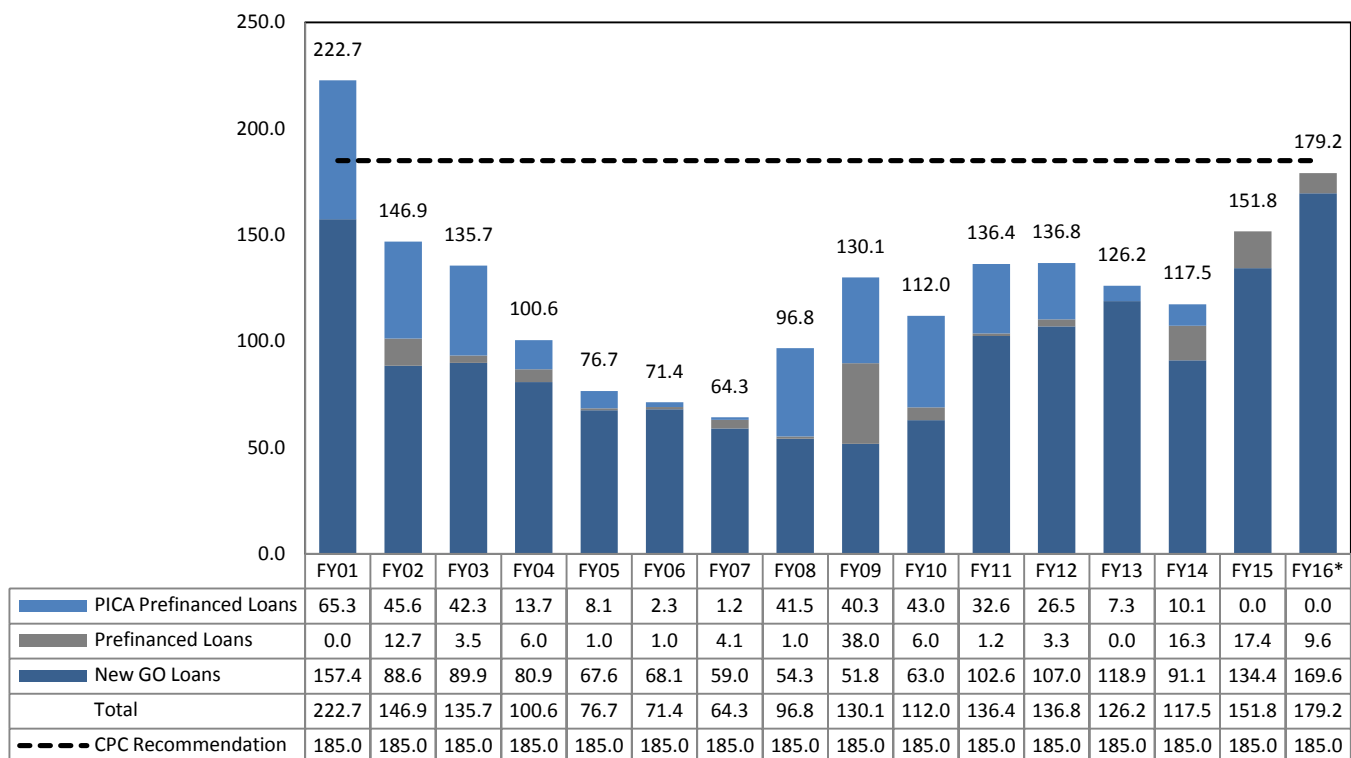
## THE CITY'S CAPITAL BUDGET

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 Capital Program supports the overall goals of the City: to become one of the safest cities in America; to improve the education and health of Philadelphians; to make Philadelphia a place of choice; to become the greenest and most sustainable city in America; and for City government to work efficiently and effectively, with integrity and responsiveness. The Recommended FY16-FY21 Capital Program allocates more than \$8.9 billion over this six-year period to advance these initiatives and address critically needed public improvements.

### City-Supported Capital Funding

The Administration is committed to a continued investment in the City's infrastructure. To support this infrastructure investment, the City has pledged in FY16 to spend \$169.6 million of City-supported capital funding through new General Obligation (GO) bonds issued by the City, and \$9.6 million of prefinanced GO loans.<sup>36</sup> The following chart shows the total capital funding proposed for FY16 compared to approved Capital Programs from prior years. FY16 includes the highest level of City supported capital funding since FY02. Included in Prison's budget this year is \$3.7 million of reprogrammed State funds that are being used for the land acquisition as part of the FY16 budget. If included, this would bring the total amount of the capital budget for FY16 to \$182.9 million for capital support to City departments.

Capital Funding, FY01-FY16\* (\$ millions)



\*FY16 Proposed

Note: PICA prefinanced loans in FY14 were reprogrammed funds. FY01 to FY13 may be reprogrammed and/or carryforward PICA funds

<sup>36</sup> Prefinanced loans are loans that the electorate and City Council have already authorized, but the capital dollars remain unspent.

While the FY16 budgeted amount is high relative to previous year totals, the recommended program still falls below the City Planning Commission's recommendation of \$185 million per year for investment in streets, recreation centers, police and fire stations, health centers, and other city facilities. As result of its fiscal challenges, the City has been able to spend only a fraction of the recommended level. Between FY01 and the first half FY15, the cumulative gap between the recommended spending level and what the City has been able to afford has grown to approximately \$1.5 billion. The availability of new General Obligation funding for capital projects is set by two inter-related factors – the City debt limit and the City borrowing capacity – and so the City's ability to meet the City Planning Commission recommendation is constrained.

The Pennsylvania Constitution limits the City's total debt capacity to 13.5% of the immediately preceding ten-year average of the annual assessed valuations of taxable realty in the City. The Actual Value Initiative resulted in a substantial increase to the constitutional debt limit as taxable real estate values increased from \$12.4 billion in FY13 to \$99.9 billion in FY14. In FY15, total taxable assessed value is \$98.6 billion. Nevertheless, the City's ratio of debt service to total expenses will continue to restrict its ability to issue general-obligation debt. A relatively high ratio of debt service to obligations will not only crowd out other operating expenditures, but if the ratio gets too high, it could also result in a reduction of the City's bond rating, thereby increasing the costs of borrowing. Rating agencies have consistently cited the City's high level of fixed costs as a reason for its relatively low bond rating compared with other cities. Despite these constraints, the Administration is committed to investing in the City's infrastructure to the greatest extent possible, and to that end, is recommending a substantial amount of new City funding.

While the City has limits on the amount that it can borrow, it also has immediate infrastructure needs. By committing \$831.3 million in new City-backed borrowing over the next six years, this Capital Program will help to address those needs.

### **FY16 Significant Investments**

The City's investments in capital projects financed by General Obligation bonds have steadily increased from FY09 through FY13. Limited by the debt capacity of the City, the FY14 capital investment financed through General Obligation bonds fell below \$100 million for the first time since FY11. However, since the Actual Value Initiative (AVI) has taken effect, the preceding 10-year average of assessed value of taxable real property increased. This is the second fiscal year that AVI takes effect, allowing the debt limit to increase significantly; however, borrowing on City tax-supported, General Obligation bond funding for the capital budget, and the City's financial capacity to pay debt service on a higher amount of debt with these borrowed funds, is still a constraint on the operating budget.

Key neighborhood investment projects include:

- \$20.0 million for the Streets Department to pave neighborhood streets throughout the city, \$4.0 million more than in FY15.
- \$18.7 million for Departments of Parks and Recreation to fund improvements to facilities across the city.
- \$6.1 million for improvements to Police and Fire facilities. In addition, \$1.0 million for a master plan for Police and Fire facilities citywide to best understand overall needs for capital investment going forward.
- \$5.0 million for improvements to neighborhood commercial corridors. The improvements include upgrades for curbs, sidewalks, lighting, landscaping and parking to complement public and private reinvestment.
- \$2.5 million in continued support for a concourse extension linking existing underground markets to the new Comcast Tower; \$2.0 million public infrastructure commitment to the Market East Project; and \$1.0 million in infrastructure improvements to the University City area in support of development.

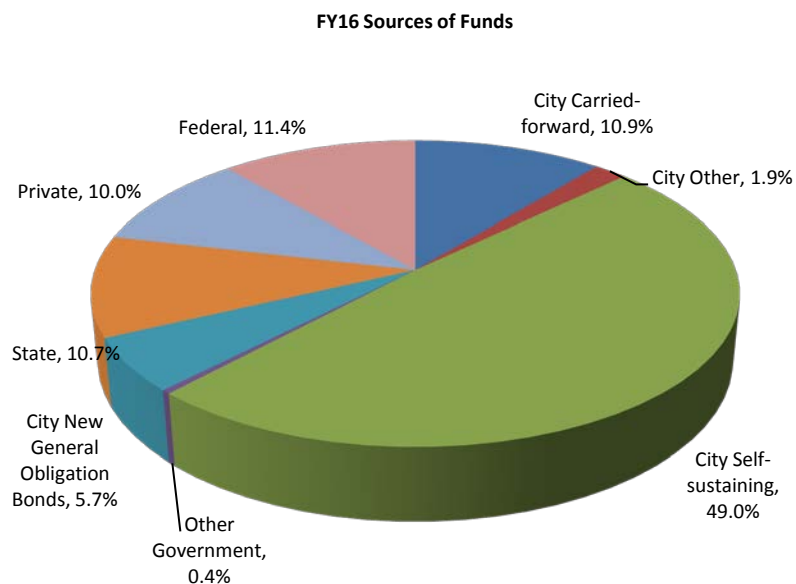
- \$1.5 million for improvements to various branch library facilities. The City has leveraged these dollars with private support.
- \$1.2 million in new city funding for FY16 is recommended for improvements to facilities at the Philadelphia Zoo. These improvements include building envelope restoration, alarm/security and communication system upgrades, electrical improvements and renovations to zoo buildings. The Philadelphia Zoo's 42-acre site is home to more than 1,300 animals and provides a great educational opportunity for the City's children and adults alike.

Other key projects include:

- \$29.4 million for the Office of Innovation and Technology allocated as follows: \$23.9 million for citywide technology improvements which is part of a \$120 million multiyear commitment to improve the City's technology; and \$5.5 million to complete a message switch system which will improve public safety information exchange between the City and State.
- \$22.0 million for the purchase of all new voting machines and technology.
- \$15.0 million for the Office of Fleet Management, an increase from FY15, to purchase large specialty vehicles such as medic units, pumpers and compactors.
- \$7.8 million to the Prisons Department to fund land acquisition (\$4.9 million) to eventually construct a new prison to replace the House of Corrections; and to fund system improvements, infrastructure and other renovations at Prison facilities (\$2.9 million).
- \$4.1 million to continue to make improvements to City Hall, the Municipal Services Building and other city buildings.

### Total FY16 Recommended Capital Budget

The total budget for the 69 projects included for FY16 is nearly \$3 billion. These 69 projects include several hundred "subprojects" that are either new for FY16 or carried forward from previous years' budgets.



Funding Source	FY15 Approved	FY16 Recommended	FY16-FY15 \$ Change	FY16-FY15 % Change
City Carryforward	\$ 290,824	\$ 326,185	\$ 35,361	12.2%
City General Obligations Bonds	\$ 134,409	\$ 169,563	\$ 35,154	26.2%
PICA, Pre-financed, Revolving, cR	\$ 92,375	\$ 56,870	\$ (35,505)	-38.4%
City Self-sustaining	\$ 1,815,664	\$ 1,463,193	\$ (352,471)	-19.4%
Other Government	\$ 17,450	\$ 11,967	\$ (5,483)	-31.4%
State	\$ 299,817	\$ 318,215	\$ 18,398	6.1%
Private	\$ 206,173	\$ 297,054	\$ 90,881	44.1%
Federal	\$ 374,802	\$ 339,204	\$ (35,598)	-9.5%
Total	\$ 3,231,514	\$ 2,982,251	\$ (249,263)	-10.2%

### Funding Source Codes - City Sources

Appendix IX on page 334 lists the capital projects and appropriated funding for FY16. City funding 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 FY2015 to FY2016.
- **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 FY2015 to FY2016.

**FB, FO, FT** – *Federal sources.*

**PB, PT** – *Private sources.*

**SB, SO, ST** – *State sources.*

**TB, TO, TT** – *Other Governments and Agencies* include SEPTA, adjacent counties and townships, and proceeds from the bonds of quasi-public authorities.

Of the total budget amount, \$169.6 million is recommended to be funded by new General Obligation bonds issued by the City as detailed in Appendix IX of this Plan. These bonds are tax supported (i.e., repaid from the City’s general tax

revenues). An additional \$326.2 million will come from carried-forward City tax-supported loan funds. Other City sources, which include the prefinanced and PICA loans, operating revenue, and revolving funds, total \$56.9 million. City self-sustaining operating funds and revenue bonds account for more than \$1.4 billion of total budget-year funds. Funding from other levels of government, including federal, Commonwealth of Pennsylvania, and regional sources, totals \$669.4 million in the budget year. Finally, \$297.1 million of FY16 funding will be provided by private sources.

Key airport projects include improvements to the Philadelphia International Airport to better service for air traffic and travel to and from Philadelphia, through capacity enhancement, airfield and facilities improvements, and safety and security projects.

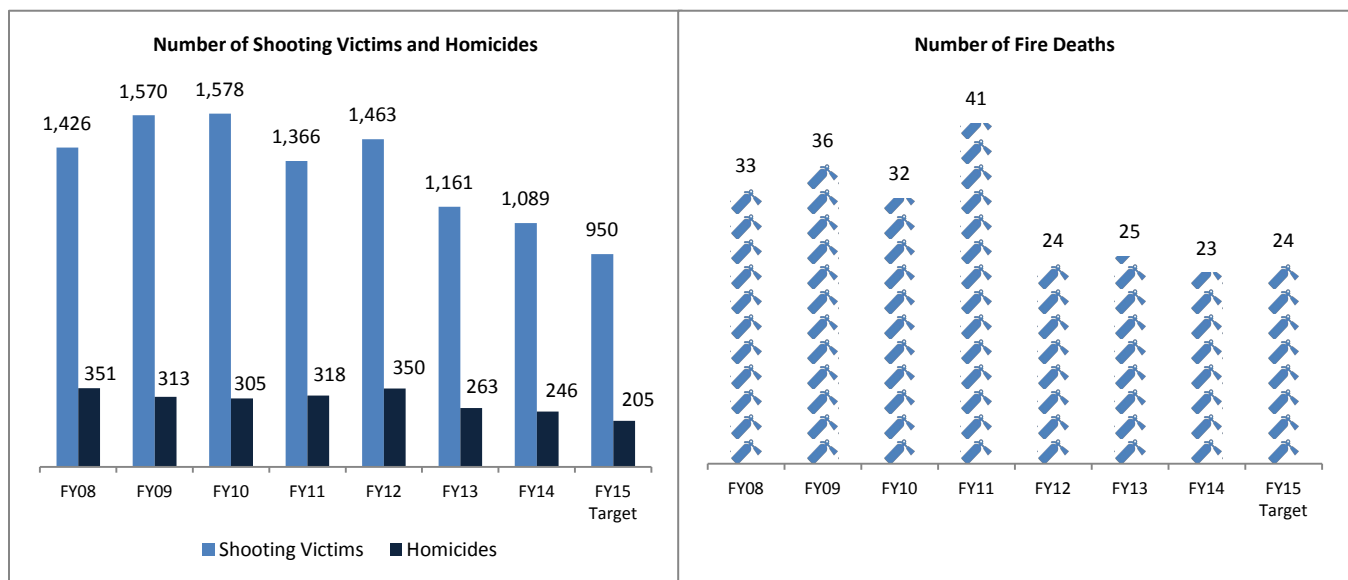
Significant Water projects include improvements to the City's water system such as a strategic replacement of infrastructure to strengthen the city's water and sewer infrastructure, a Contamination Warning System, and other improvements to collector systems and conveyance systems.

## GOAL 1: PHILADELPHIA BECOMES ONE OF THE SAFEST CITIES IN AMERICA

Mayor Nutter has made the goal of Philadelphia becoming a safer city a central priority of his administration, and since 2008, Philadelphia has become safer in both absolute and relative terms compared to other U.S. cities. The Administration is focused on achieving three main outcomes:

- Adults and children are safer;
- People feel safer;
- Residents feel a greater responsibility to keep their neighborhoods safe.

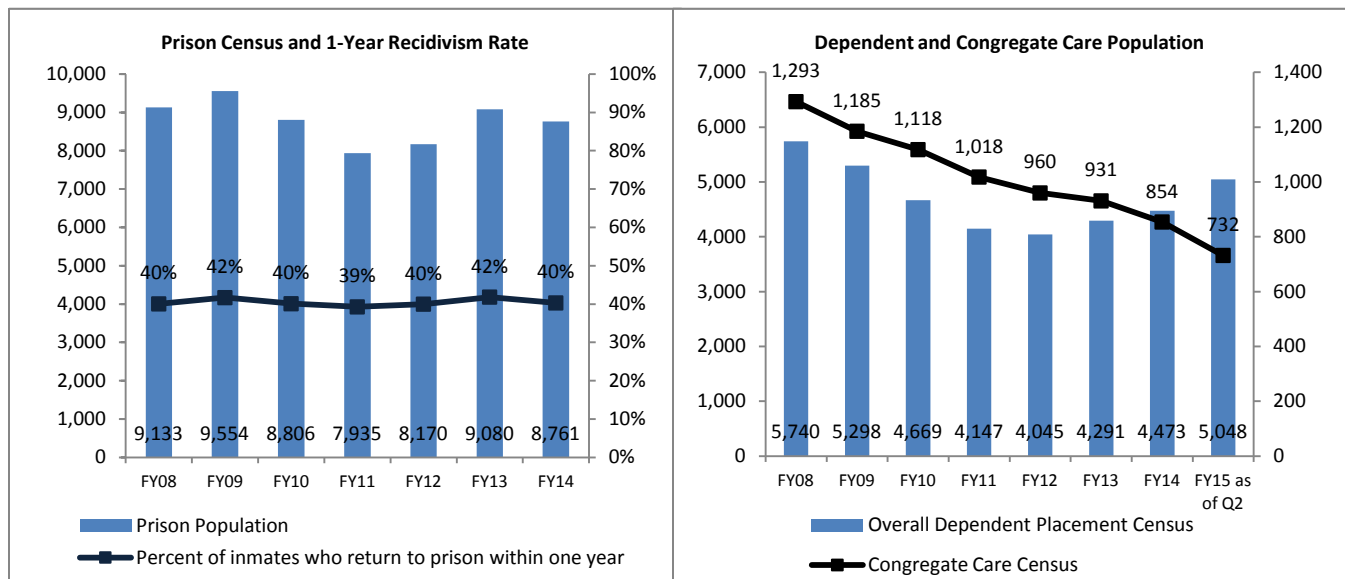
In 2008, the Police Department released a crime-fighting plan whose guiding principles included: intelligent policing, collaboration, prevention and continuous improvement in operations and administration. In addition, specific programs that focused on high-risk offenders also contributed to crime reductions. These programs created partnerships that concentrated services on high-risk offenders in high-risk areas throughout the city. Additionally, community members and organizations worked alongside police officers, PhillyRising and other City workers to help prevent and reduce violence using a number of varied approaches. As shown in the chart below, the number of shooting victims has continued to trend downwards since FY08 despite a one-year spike in FY12. Since FY12, the number of shooting victims has decreased by 25.6% to 1,089 in FY14. Additionally, the number of homicides has also continued to trend downward since FY08. In FY14 there were 246 homicides, compared to 351 in FY08, a 30% decrease. More information on the Managing Director Office and the Police Department's public safety efforts can be found on page 75 and page 80 respectively.



Fire safety has also increased since 2008. Philadelphia experienced the lowest recorded civilian fire fatality rate in FY14 with 23 fire fatalities, 30% fewer deaths than FY08. Despite a spike in FY11 (41 fire deaths), the number of civilian fatalities has remained at or below 25 since FY13. As of the first half of FY15, there have been 16 civilian fire deaths. The Fire Department projects that there will be fewer than 24 civilian fire deaths in FY15, however, the Fire Department's Freedom From Fire programs, which began in 2008, strive to achieve zero fire fatalities. The campaign was implemented to increase the quality of life of citizens and to make Philadelphia the most fire safe city in the country. These programs identify residents who lack smoke alarms and provide them cost-free, with the assistance of private and non-profit donations. As of the end of the second quarter of FY15, the Fire Department had installed

86,602 ten year lithium battery powered smoke alarms in the homes of 52,849 residents. Along with installing smoke alarms, the Fire Department's Freedom from Fire programs have included numerous public safety campaigns, which target the leading causes of fire fatalities such as smoking – "Take it Outside" and electrical – "It's Electric." More information on the Fire Department's initiatives can be found in the Fire Department section starting on page 62.

As shown in the chart below, in FY14, the Prison census was 8,761, 4.1% below the census in FY08. The recidivism rate, or the percent of inmates who return to prison within one year, has remained flat at 40% since FY08. The Philadelphia Prisons System continues its efforts to reduce recidivism by providing inmates with educational and social programming as well as pro-social rehabilitation activities. More information on these programs can be found in the Philadelphia Prisons System chapter starting on page 86, and the Mural Arts Program chapter starting on page 155.



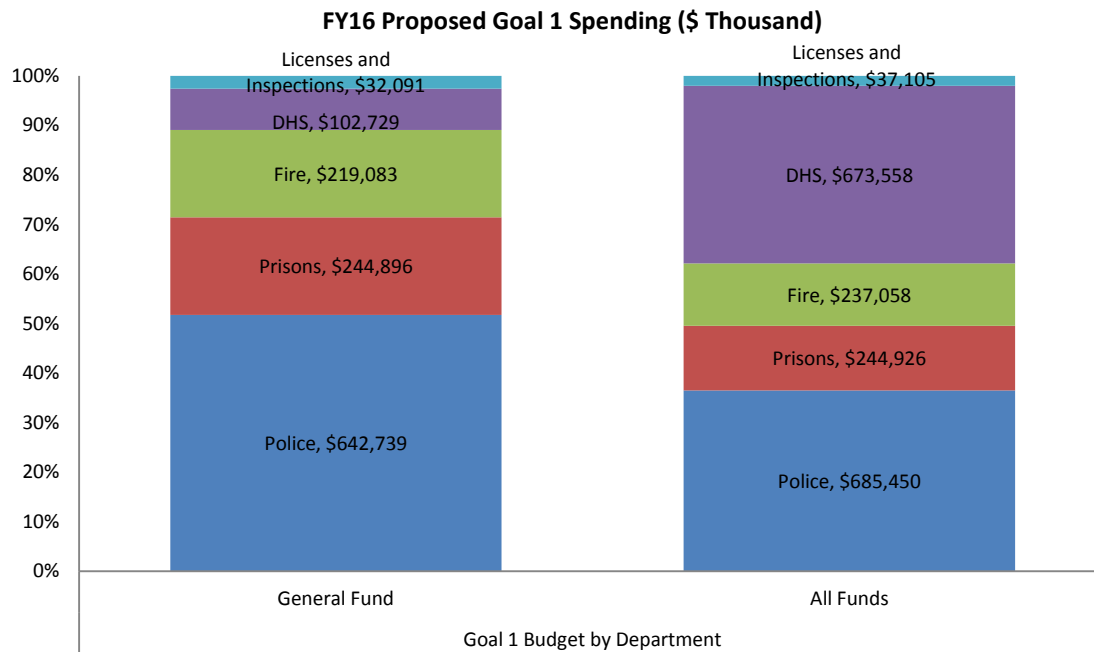
Since FY08, the Department of Human Services (DHS) has made strides in ensuring that youth are closer to home. The Dependent Placement population (youth, in the legal custody of DHS, that are placed in foster or congregate care) has decreased by 12.1% since FY08. The Congregate Care census (youth in group home or institutions) has also declined by 43.4% from 1,293 youth to 732 youth as of the second quarter of FY15. In January 2014, DHS reached a major milestone in shifting the management of child welfare cases from the City to community-based organizations by selecting the final three agencies to oversee cases in their neighborhoods. With these selections, Community Umbrella Agencies are now in place for all ten coverage areas of the City under the sweeping DHS reform called Improving Outcomes for Children (IOC), a community-based approach to service delivery. More information on IOC and other initiatives can be found in the Department of Human Services chapter, which begins on page 57.

### Budget Trends: Operating Budget

As shown in the following chart, Public Safety, which has been one of the Mayor's primary areas of focus, comprises 31% (\$1.2 billion) of the General Fund budget and 23% (\$1.9 billion) of the City's total operating budget. It is by far the largest area of spending in the budget over which the Mayor has complete control. The departments and agencies that are primarily focused on achieving the outcomes under this goal are the Police Department (36.5% of total Goal 1 all funds spending), the Department of Human Services (35.9%), the Philadelphia Prisons System (13%), the Fire Department (12.6%), and the Department of Licenses and Inspections (2%) which is comprised of the Board of



Building Standards, the Board of License and Inspections Review, the Zoning Board of Adjustment, and the Department of Licenses and Inspections itself. As of the FY15 Current Projection, the funding for Goal 1 for all funds has increased by 13% and will increase by 2.3% in FY16 year over year.



Department	Fund	FY08 Actual	FY15 Current Projection	FY15-FY08 Change	FY16 Proposed Budget	FY16-FY15 Change
DHS**	General	614,779,976	102,776,689	-83.3%	102,729,321	0.0%
	Other*	10,902,987	571,292,534	5139.8%	570,828,973	-0.1%
	<b>Total</b>	<b>625,682,962</b>	<b>674,069,223</b>	<b>7.7%</b>	<b>673,558,294</b>	<b>-0.1%</b>
Fire	General	189,179,211	224,332,346	18.6%	219,082,796	-2.3%
	Other*	5,789,962	17,973,361	210.4%	17,975,057	0.0%
	<b>Total</b>	<b>194,969,173</b>	<b>242,305,707</b>	<b>24.3%</b>	<b>237,057,853</b>	<b>-2.2%</b>
Licenses + Inspections***	General	30,895,794	29,438,002	-4.7%	32,090,608	9.0%
	Other*	4,407,920	5,014,818	13.8%	5,014,818	0.0%
	<b>Total</b>	<b>35,303,714</b>	<b>34,452,820</b>	<b>-2.4%</b>	<b>37,105,426</b>	<b>7.7%</b>
Police	General	523,965,930	613,275,530	17.0%	642,738,856	4.8%
	Other*	21,884,361	27,630,339	26.3%	42,711,628	54.6%
	<b>Total</b>	<b>545,850,291</b>	<b>640,905,869</b>	<b>17.4%</b>	<b>685,450,484</b>	<b>7.0%</b>
Prisons	General	222,013,101	243,521,531	9.7%	244,896,381	0.6%
	Other*	75,025	30,000	-60.0%	30,000	0.0%
	<b>Total</b>	<b>222,088,127</b>	<b>243,551,531</b>	<b>9.7%</b>	<b>244,926,381</b>	<b>0.6%</b>
<b>Goal 1 Departments</b>	<b>General</b>	<b>1,580,834,012</b>	<b>1,213,344,098</b>	<b>-23.2%</b>	<b>1,241,537,962</b>	<b>2.3%</b>
	<b>Other*</b>	<b>43,060,254</b>	<b>621,941,052</b>	<b>1344.4%</b>	<b>636,560,476</b>	<b>2.4%</b>
	<b>Total</b>	<b>1,623,894,267</b>	<b>1,835,285,150</b>	<b>13.0%</b>	<b>1,878,098,438</b>	<b>2.3%</b>

\* Other Funds includes County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, HealthChoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

\*\* A large portion of the Department of Human Services' budget was transferred from the General Fund to the Grants Revenue Fund in FY12, resulting in a significant reduction in DHS' General Fund budget since FY08 and a significant increase in DHS' Grants Fund budget

\*\*\* Includes the Board of Building Standards, the Board of Licenses and Inspections Review, the Zoning Board of Adjustment and the Department of Licenses and Inspections

**Budget Trends: Capital Budget**

Capital investment in Goal 1 related departments consists of the Police Department, the Philadelphia Prisons System, and the Fire Department. The total FY16 Capital budget allocates \$11.2 million in City funding consisting of General Obligation bonds and prefinanced loans for capital improvements to these Departments and \$82.6 million over the six year capital program. The Police Department's capital budget is budgeted to increase by 41% (\$1.2 million) in new General Obligation supported funding in FY16; this increase is attributable to investments for improvements to the police firearms training facility, as well as funding for stable improvements for the Police Department's Mounted Unit. Additionally, the Wissahickon Base Realignment and Closure facility is budgeted to received \$300,000 in FY16 and is recommended to receive the remainder in FY2017 (\$4.7 million). Decreases in funding for Police in FY16-FY21 versus FY15-FY20 are primarily due changes in the later years of the Capital Program whereby large scale projects were removed until a master plan for Police and Fire facilities is completed which will guide investment in the later years of the Program. Until the study is complete, the department's budget will reflect standard capital improvements. The Prisons System's capital budget is budgeted to decrease 29.8% (\$1.7 million) in City funding. This is because a portion of their capital needs for FY2016 (\$3.7 million) are being funded by reprogrammed State funds. If this were included in Prison's budget, there would be an increase of 34% or approximately \$2 million. The Fire Department's capital budget is budgeted for a decrease of 28.2% (\$1.1 million) of City funding in FY16. This is largely due to a change in funding needs. In the FY08-FY13 Capital Program, the Department of Human Services received funding for the construction of the Philadelphia Juvenile Justices Services Center which was later funded through the Philadelphia Municipal Authority.

Department	Source of funding*	FY08 Budget \$	FY08-FY13 Budget \$	FY15 Budget \$	FY15-FY20 Budget \$	FY16 Proposed Budget \$	FY16-FY21 Proposed Budget \$	FY16-FY15 change** \$
		Thousand	Thousand	Thousand	Thousand	Thousand	Thousand	Thousand
Police	City funding	13,900	15,900	3,050	45,730	4,300	23,250	1,250
	Total	44,465	56,465	32,358	75,038	23,691	42,641	(8,667)
Prisons	City funding	14,028	25,988	5,800	17,100	4,070	35,070	(1,730)
	Total	22,058	34,018	26,527	37,827	24,367	55,367	(2,160)
Fire	City funding	5,800	9,800	3,900	22,320	2,800	24,315	(1,100)
	Total	31,036	45,036	12,283	30,703	12,642	34,157	359
Human Services	City funding	0	0	0	0	0	0	0
	Total	21,625	21,625	0	0	0	0	0
<b>Goal 1</b>	<b>City funding</b>	<b>33,728</b>	<b>51,688</b>	<b>12,750</b>	<b>85,150</b>	<b>11,170</b>	<b>82,635</b>	<b>(1,580)</b>
<b>Departments</b>	<b>Total</b>	<b>119,184</b>	<b>157,144</b>	<b>71,168</b>	<b>143,568</b>	<b>60,700</b>	<b>132,165</b>	<b>(10,468)</b>

\* City funding consists of General Obligation bonds, prefinanced funds, and new PICA funds. Total funding includes various funding sources such as new General Obligation bonds; prefinanced funds; PICA funds; federal, state and private funds; carryforward funds; other government funds; City self-sustaining funds; and other City sources.

\*\* Change in total capital funds could reflect a change in spending of carryforward from all sources as well as a change in receipt of new funding from all sources.

## DEPARTMENT OF HUMAN SERVICES

**Mission:** To provide and promote safety permanency and well being for children at risk of abuse neglect and delinquency.

**Budget Trends:** A large portion of the Department of Human Services' budget was transferred from the General Fund to the Grants Revenue Fund in FY12, resulting in a significant reduction in DHS' General Fund budget since FY08 and a significant increase in DHS' Grants Fund budget. An increase in placements led to a \$3.3 million increase in the FY15 Current

Projection over the FY15 General Fund Adopted Budget (\$99.5 million). The total FY16 Proposed Operating Budget is slightly lower (0.1%) than the FY15 Current Projection, however DHS' total budget remains on par with the FY15 Current Projection at \$674 million in the FY16 Proposed Budget.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	96,250,357	22,776,786	23,817,687	24,637,310	819,623	3.4%
	200	515,232,331	76,267,118	77,931,501	76,779,935	(1,151,566)	-1.5%
	300/400	3,297,289	979,940	1,027,501	1,312,076	284,575	27.7%
	Total	614,779,976	100,023,844	102,776,689	102,729,321	(47,368)	0.0%
	Positions	1,784	382	451	449	(2)	-0.4%
Other*	100	4,054,423	104,669,471	111,014,684	116,949,046	5,934,362	5.3%
	200	6,667,604	375,934,051	458,262,753	451,172,464	(7,090,289)	-1.5%
	300/400	180,960	2,567,388	2,015,097	2,707,544	692,447	34.4%
	Total	10,902,987	483,170,910	571,292,534	570,829,054	(463,480)	-0.1%
	Positions	41	1,182	1,390	1,390	0	0.0%
All	100	100,304,779	127,446,257	134,832,371	141,586,356	6,753,985	5.0%
	200	521,899,935	452,201,169	536,194,254	527,952,399	(8,241,855)	-1.5%
	300/400	3,478,249	3,547,328	3,042,598	4,019,620	977,022	32.1%
	Total	625,682,962	583,194,753	674,069,223	673,558,375	(510,848)	-0.1%
	Positions	1,825	1,564	1,841	1,839	(2)	-0.1%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** The Department of Human Services (DHS) is responsible for investigating reports of child abuse and neglect. In addition, through contracts with social service agencies, DHS provides a wide range of prevention services, in home safety and non safety services, foster care, other placement services and juvenile justice services. DHS' primary goal is to strengthen and stabilize families.

**Performance Trends:** Based on the point-in-time data, the dependent placement population has been increasing since FY14, and slightly less than one third of dependent children in care have been in care for more than two years. The rise in the dependent placement population is a negative trend that DHS hopes to reverse through the Improving Outcomes for Children initiative where the primary goal is to

maintain children at home in their own communities (more information on this initiative can be found in the Accomplishments & Initiatives section below). The FY16 goal for the dependent placement population reflects the negative trend of a larger dependent placement population due to new child welfare laws that expand the definition of child abuse and the definition of a perpetrator. Additionally, the number

of children discharged to all types of permanency dropped when compared between the first half of FY14 to the first half of FY15, another negative trend that DHS hopes to reverse through the Improving Outcomes for Children initiative's secondary goal to increase permanencies. The FY16 goal has been adjusted to reflect this negative trend. The percent of discharges to adoption increased slightly from the first half of FY14 compared to the first half of FY15, a positive trend that DHS hopes to maintain in FY16. The percent of permanency discharges to reunification dropped between the first half of FY14 and the first half of FY15 meaning that fewer children are returning to their families, a negative trend. DHS hopes to increase permanency discharges to reunification to 65% in FY15 and FY16. The percentage of children in congregate care placement (group or institutional

level care) has decreased, a positive trend for DHS. The level of approval for new congregate care placements has been raised to ensure that the placement setting is the most appropriate. Data for the first two quarters of FY15 also shows that the number of children in out-of-state dependent placement remained stable, a positive trend for DHS. The majority of these children were in care with extended family through kinship care, and they were able to maintain familial connections instead of residing in out-of-state congregate care. The number of youth in delinquent placement decreased between the first half of FY14 compared to the first half of FY15, another positive trend. This may indicate that prevention services, alternative treatment services and diversion programs are providing resources for youth who do not pose threats to public safety

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Dependent placement population (as of the last day of the quarter)	5,740	4,291	4,473	N/A	4,375	4,894	N/A	4,500	4,800
Number of children discharged to permanency (All Types)	2,140	1,229	1,221	-0.7%	649	478	-26.3%	1,300	1,100
Percent of permanency discharges to adoption	16.6%	28.6%	31.8%	11.3%	30.2%	32.5%	7.5%	32.0%	35.0%
Percent of permanency discharges to Reunification	66.7%	62.7%	59.7%	-4.8%	61.3%	57.4%	-6.3%	65.0%	65.0%
Percent of dependent children in care more than two years (as of the last day of the quarter)	32.3%	29.4%	31.5%	N/A	31.3%	30.0%	N/A	30.0%	35.0%
Congregate Care population: percent of children in care (as of the last day of the quarter)	25.5%	21.7%	19.1%	N/A	20.1%	14.5%	N/A	14.0%	13.0%
Dependent out-of-state population (as of the last day of the quarter)	143	51	45	N/A	44	41	N/A	45	45
Delinquent placement population (as of the last day of the quarter)	1,657	1,155	952	N/A	1,023	857	N/A	950	900

N/A - Rate of change cannot be calculated as these measures are point-in-time and some children may be counted in both periods.

### Accomplishments & Initiatives

**Improving Outcomes for Children (IOC):** The IOC system transformation is based on a belief that a community neighborhood approach with clearly defined roles between county and provider staff will positively impact safety, permanency, and well-being of the children and families that are involved with

DHS. IOC is a single case management system in which a family will have one case manager who is responsible for the provision of ongoing services. Previously, several social workers may have provided services to one family and as a result, there was little coordination of those services. Under the new system,

because one social worker is accountable for the entire family, needed services are expected to be better recognized, coordinated and delivered through strong community partnerships. The case manager will be employed by a Community Umbrella Agency (CUA) that is located in the community where the family lives. IOC is designed for families to receive their services in the community whenever possible. The four goals of IOC are:

1. More children and youth maintained safety in their own homes and communities;
2. More children and youth achieving timely reunification or other permanence;
3. A reduction in the use of congregate care; and
4. Improved children, youth, and family functioning.

IOC began in July 2012 with the selection of the first two CUAs to be based in the 25<sup>th</sup> and 24<sup>th</sup>/26<sup>th</sup> police districts. During FY13, DHS began the transition of cases to the CUAs and all ten CUAs were open as of FY15. During the remainder of FY15 and the first half of FY16, DHS will focus on finalizing the full implementation of IOC with all cases expected to be transferred to the CUAs by the December 2015. All new cases accepted for service by the Department are currently transferred to the Community Umbrella Agencies for ongoing service delivery. When fully implemented, IOC is designed to decrease placement and improve the number of reunifications and other permanencies. Below is a map of all ten CUA locations throughout the city.



Region	Community Umbrella Agency (CUA)
Eastern North Philadelphia: 25 <sup>th</sup> Police District	NorthEast Treatment Centers (NET)
Eastern North Philadelphia: 24 <sup>th</sup> and 26 <sup>th</sup> Police Districts	Asociación Puertorriqueños en Marcha (APM)
Lower Northeast: 15 <sup>th</sup> Police District	Turning Points for Children
Far Northeast: 2 <sup>nd</sup> , 7 <sup>th</sup> , and 8 <sup>th</sup> Police Districts	Catholic Social Services
Logan/Olney: 35 <sup>th</sup> and 39 <sup>th</sup> Police Districts	Wordsworth
Northwest Philadelphia: 5 <sup>th</sup> and 14 <sup>th</sup> Police Districts	Tabor Northern Community Partners
North Central Philadelphia: 22 <sup>nd</sup> Police District	NorthEast Treatment Centers
South Philadelphia: 1 <sup>st</sup> , 3 <sup>rd</sup> , 6 <sup>th</sup> , 9 <sup>th</sup> , 17 <sup>th</sup> Police Districts	Bethanna
Southwest Philadelphia: 12 <sup>th</sup> , 18 <sup>th</sup> , and 77 <sup>th</sup> Police Districts	Turning Points for Children
Mantua, Overbrook, Wynnefield: 16 <sup>th</sup> , 19 <sup>th</sup> Police Districts	Wordsworth

**Reduction of Congregate Care and Out of State Placements:** Since FY08, the percentage of youth in congregate care – both group homes and institution settings – has decreased from approximately 22.5% to approximately 14.5%. To reduce reliance on congregate care placements, DHS has increased the use of youth driven teamings (where youth are able to bring their support network to the table and play an active role in driving the planning process) to re-connect young people with the people in their own natural networks. DHS also deployed a Commissioner approval process, which requires the Commissioner to sanction the use of congregate care placement. Additionally, between 2008 and the end of calendar year 2014, children living in non-relative out of state placements decreased approximately 90%.

**Juvenile Justices Services Center:** In April of 2013, DHS opened the Philadelphia Juvenile Justices Services Center, a state of the art detention center for youth in Philadelphia. At a cost of \$110 million, the new center is located at the intersection of 48<sup>th</sup> Street and Haverford Avenue. The 166,000 square foot facility is a LEED (Leadership in Energy and Environmental Design) certified building. Among its many outstanding attributes is a state-of-the art school area with ten classrooms, two full courtrooms, a fully outfitted gymnasium, a healing garden, and outdoor running track. The new center will offer an array of services to young people detained there, among them medical and dental services, education, recreational programming and court services.

**Philadelphia Safety Collaborative:** In August of 2013, DHS opened the Philadelphia Safety Collaborative with

the Philadelphia Police Department, the District Attorney and Philadelphia Children's Alliance. The Collaborative is designed to integrate the investigative process for incidents of sexual and physical abuse. The purpose of this collaborative is to reduce the trauma for victims and their families. During calendar year 2014, the Philadelphia Safety Collaborative served 3,056 children.

**Family Conferencing:** In FY16, DHS will continue to implement Family Team Conferencing. These conferences are designed to provide the family with a voice in the child welfare process. Family Team Conferences occur throughout the life of a case at key decision making points, including safety and permanency decisions, child or youth placement moves, changes in service, routine review intervals, and case closings. Family Team Conferences are children and youth centered, family focused structured meetings. Attendees include: parents, youth 12 years of age or older, any supports identified by the parents or youth including family members, and friends; community resources, the CUA and DHS staff, other child, youth, and family serving agencies, and other professionals involved including counsel for parents, children and youth, if they have been identified. Since January of 2013, DHS has held over 5,000 conferences. DHS will continue to hold Family Team Conferences for all families accepted for service and assigned to the CUAs.

**International Recognition:** DHS was the recipient of the 2013 United Nations Public Service Award, Second Place, for improving the delivery of public services in the European and North American region. More than

600 organizations from 82 countries submitted applications for a United Nations Public Service Award. DHS is one of 47 organizations to be recognized and the only North American entity selected for the 2013 United Nations Public Service Award. The award recognized the transformation of DHS over the past six years, including the implementation of its Improving Outcomes for Children initiative, a groundbreaking, family-centered neighborhood-based approach to child welfare. The structural and programmatic reforms by DHS have been instituted to increase accountability, improve processes and enhance child welfare and well-being.

## FIRE DEPARTMENT

**Mission:** To provide efficient and effective fire protection, emergency rescue and emergency medical services to the citizens and visitors of Philadelphia.

**Budget Trends:** The FY15 Current Projection is more than \$35 million higher than the FY08 Actual primarily due to arbitration award settlements over the same time period. The FY16 Proposed Budget shows a \$5 million decrease from the FY15 Current Projection,

largely the result of anticipated savings from overtime costs reductions of \$3 million in FY16 and a one time equipment purchase in FY15. The Fire Department's FY16 Proposed Other Funds Budget allocation remains on par with the FY15 Current Projection.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	169,912,740	223,368,941	200,248,739	196,783,581	(3,465,158)	-1.7%
	200	6,157,590	4,912,683	5,100,593	5,895,975	795,382	15.6%
	300/400	6,094,881	11,417,793	10,821,014	7,556,014	(3,265,000)	-30.2%
	800	7,014,000	7,874,000	8,162,000	8,847,226	685,226	8.4%
	Total	189,179,211	247,573,417	224,332,346	219,082,796	(5,249,550)	-2.3%
	Positions	2,326	2,053	2,203	2,287	84	3.8%
Other*	100	5,253,647	16,330,602	16,053,666	16,055,362	1,696	0.0%
	200	142,894	756,717	1,403,014	1,403,014	0	0.0%
	300/400	393,421	1,002,433	493,681	493,681	0	0.0%
	800	0	0	23,000	23,000	0	0.0%
	Total	5,789,962	18,089,752	17,973,361	17,975,057	1,696	0.0%
	Positions	64	196	207	207	0	0.0%
All	100	175,166,388	239,699,544	216,302,405	212,838,943	(3,463,462)	-1.6%
	200	6,300,483	5,669,399	6,503,607	7,298,989	795,382	12.2%
	300/400	6,488,302	12,420,226	11,314,695	8,049,695	(3,265,000)	-28.9%
	800	7,014,000	7,874,000	8,185,000	8,870,226	685,226	8.4%
	Total	194,969,173	265,663,169	242,305,707	237,057,853	(5,247,854)	-2.2%
	Positions	2,390	2,249	2,410	2,494	84	3.5%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, HealthChoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** The Philadelphia Fire Department (PFD) performs fire abatement and extinguishment; provides fire investigation services; and delivers high quality, pre-hospital emergency medical care and transportation in a timely and professional manner. PFD also provides comprehensive fire prevention programs throughout the city.



**Performance Trends:** PFD continues to handle an increase in Emergency Medical Service (EMS) related calls with 239,403 EMS incidents in FY14, an increase of 3% over FY13 and an 11% increase over FY08. According to the National Fire Protection Association, the recommended industry standard is that EMS response times are within 9 minutes 90% of the time. In FY14, response times were within 9 minutes 64% of the time, compared to 74% in FY08, below the target of 90%. In order to improve response times, PFD developed an EMS prevention plan that involves increased public education on the proper use of the 911 system and finding other better suited health care resources to handle non-emergency calls. The new Priority Dispatch system, implemented in May 2014, will ensure that the proper response units are dispatched to emergency calls. The system has already begun to positively impact EMS response time; as of the second quarter of FY15, EMS response time occurred within 9 minutes 70.5% of the time, an increase of 7.6% over the same time period in FY14 when the new Priority Dispatch system was not in place. The EMS response times involving a dispatch on

the scene also increased from 7 minutes 5 seconds in FY08 to 8 minutes 22 seconds at the end of FY14. As of the first half of FY15, the EMS response time on average was 7 minutes 47 seconds, 16 seconds lower than the same time period last year.

At the end of FY14, the fire response time was 4 minutes 57 seconds, 4.3% (25 seconds) higher than in FY08. As of the second half of FY15, PFD has responded within 4 minutes and 48 seconds, with a goal to stay below 5 minutes and 20 seconds, a standard set by the National Fire Protection Association. The number of structural fires increased 4.8% from 2,882 in FY13 to 3,019 in FY14. Despite the increase in structural fires, FY14 closed marking Philadelphia's history with the lowest recorded civilian fire fatality rate of 23 fire fatalities, a 30% decrease from FY08 and down from a high of 60 in FY05. As of the end of the first half of FY15, there were 16 fire deaths. Civilian fire-related injuries decreased between FY13 and FY14 by 9.1%, but the measure has increased by 12% between the first halves of FY14 and FY15.

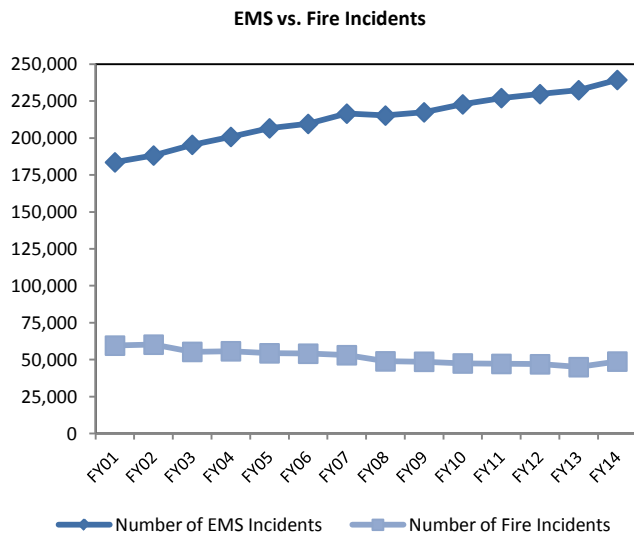
Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
EMS Incidents	215,305	232,481	239,403	3.0%	118,698	123,245	3.8%	205,000	205,000
EMS Response Time (within 9 minutes)	74.0%	66.0%	64.0%	-3.0%	65.5%	70.5%	7.6%	90.0%	90.0%
EMS Response Time -Dispatch to On Scene (Average)	7:05	8:02	8:22	4.3%	8:03	7:47	-3.3%	< 7:00	< 7:00
Fire Response Time (minutes:seconds)	4:32	4:54	4:57	1.3%	4:52	4:48	-1.4%	<5:20	<5:20
Number of Structural Fires*	N/A	2,882	3,019	4.8%	1,545	1,383	-10.5%	2,800	2,800
Fire Deaths	33	25	23	-8.0%	7	16	128.6%	24	24
Civilian Fire-Related Injuries (in numbers)	227	186	169	-9.1%	75	84	12.0%	165	165

\* The Philadelphia Fire Department was required to change to a new Federal Reporting system known as NFIRS starting FY11; as a result, FY08 data is not available under this new system which includes new sub categories that makes the number of structural fires appear higher than in previous fiscal years.

## Accomplishments & Initiatives

**Responding to Growing EMS Needs:** As discussed in the performance trends section, the number of EMS incidents has increased by 11% (24,098 incidents) from FY08 to FY14 and has continued to grow by 3.8% year over year. Since FY01, EMS incidents have grown

from 183,635 to 239,403 in FY14. Meanwhile, the number of fire related incidents has decreased by 18% from 59,556 in FY01 to 48,772 in FY14. As a percentage, 83% of all services requested from the PFD are EMS related, up from 76% in FY01.



PFD is working to find the most effective and efficient means to meet the growing need for EMS services while working with partners to develop alternatives for health care services and balancing fire protection services in the field units. PFD has created an EMS Deputy Commissioner position to assist in developing the most effective and efficient service delivery model for EMS and Fire Service. The Deputy Commissioner of EMS oversees the daily operations of all EMS units in the Philadelphia Fire Department. In response to the city's increasing demand for emergency medical services, PFD also expanded its EMS division by: (1) appointing an Executive Chief of EMS; (2) increasing the number of field supervisors from three to six; (3) designating four EMS geographical response divisions; (4) assigning an EMS Resource Officer (Captain) to the Fire Communications Center; (5) increasing the number of full time Basic Life Support (BLS) medic units from four to 14; and (6) hiring the first class of Fire Service Emergency Medical Technicians (EMTs) on December 1, 2014 and will hire 200 EMTs by the end of FY15.

As the first of its kind in the Philadelphia School District, the mission of the Randolph Career and Technical High School Fire/EMS Training Center (FETC) is to prepare students for employment in the emergency services through a rigorous integrated educational experience taught by emergency services

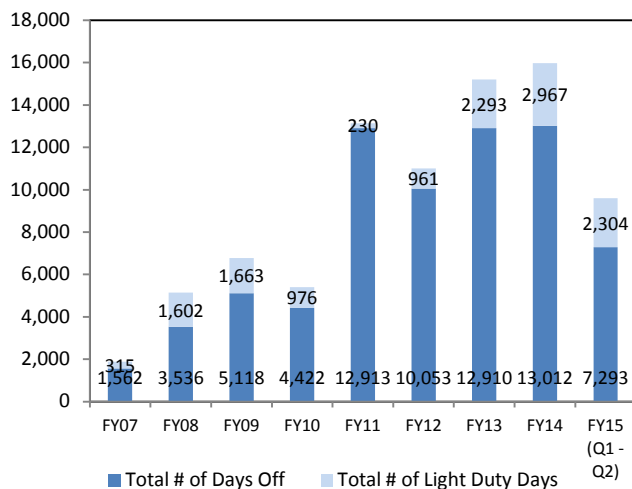
professionals and to develop proficiency in industry specific core competencies leading to professional certifications and employment opportunities for the students. This course is an actual EMT course, which prepares the student to take the National Registry EMT Certification Examination. Additionally, students take a Hazardous Materials Awareness and Hazardous Materials Operations certification course. Upon successful completion they must demonstrate proficiency in skills/didactics related to National Fire Protection Association 1001: Standard for Firefighter Professional Qualifications. Students who successfully complete the requirements receive ProBoard certification at the Firefighter 1 level. From FY11 to FY14, enrollment increased from 53 students to 86 students.

PFD continued to make improvements in its information technology capabilities. By far, the most exciting and largest technological advance during 2014 was the implementation of the Emergency Medical Services Priority Dispatch System. The new system provides an internationally tested EMS protocol system for the Fire Communications Center (FCC) to organize and stack calls according to patient needs. The FCC began use of the new EMS call screening program in May 2014. The new protocol system helps PFD prioritize EMS calls by level of medical seriousness and assign the appropriate resources at the appropriate response mode/speed. This system enables PFD to use Fire and EMS resources more effectively and efficiently. In conjunction with the implementation of the Medical Priority Dispatch System, PFD increased staffing levels within the Fire Communications Center. Eight additional call taker/dispatchers were added as well as two new supervisors. The additional staffing supports an enhanced, comprehensive quality assurance review and training program, as well as provides staffing to address the increased volume of 911 calls.

**Maintaining a Trained Workforce:** PFD is working on reducing injuries and accidents to fire fighters that lead to serious medical conditions through training exercises and risk reduction plans that stations are

required to conduct for practice. One contributing factor to overtime is the large number of personnel unavailable for duty because of Heart and Lung claims. In FY14, PFD had the highest number of days affected by Heart and Lung Claims since FY08. The City and the Union are embarking on a new wellness program in order to support improved health and readiness. These types of programs have reduced both work-related and non-work-related morbidity in departments across the country.

Total Number of Days Affected by Heart and Lung Claims



Another contributor to overtime costs is the large number of vacancies due to retirement and normal turnover. In FY14, PFD lost 57 members to retirement under the Deferred Retirement Option Plan. To mitigate overtime costs and maintain a strong workforce, PFD hired and trained 174 new firefighters in FY13 and an additional 185 firefighters in FY14. PFD is using a \$16.3 million Federal Emergency Management Agency (FEMA) grant to fund the salaries and benefits of 128 of those newly hired firefighters. PFD was also awarded a one-time \$2.1 million from FEMA through the Assistance to Firefighters grant, matched by \$532,000 of City funding, to assist with the training, education and certification of all Fire Department officers. PFD plans to hire 160 firefighters in FY15.

**Develop Workforce:** PFD plans to train and certify over 390 officers to the level of Fire Inspector I. The Fire Code Unit will add 15 Fire Inspector I certified officers to the unit to inspect fire alarm, suppression and protection systems in residential and commercial buildings that violate Philadelphia code and regulations, working in conjunction with 17 Department of Licenses and Inspections Operations inspectors. Additionally, PFD plans to train and certify 360 Fire/EMS personnel to the level of Fire and Life Safety Educators I to implement Community Risk Reduction and Integrated Healthcare initiatives throughout the city.

**Fire Engine 38:** In January 2013, PFD completed construction of the Fire Engine 38 building, PFD's first new facility in 15 years. The new facility is located at 4931 Magee Street in Tacony and is the first LEED (Silver) certified Fire Station in the City. Funding came mostly from the City's capital budget, with the Commonwealth of Pennsylvania contributing \$2 million of the project's total cost of \$6.7 million.

**Fire Facilities:** In FY16, \$2.3 million is budgeted for various capital improvements to fire facilities citywide. These interior/exterior improvements include mechanical, electrical and plumbing improvements, window and door improvements, as well as paving and structural renovations. Included in the FY16 Proposed Capital Budget are much needed infrastructure improvements to the Fire Academy Training Complex as well as major improvements to Engine 37, located at Highland Avenue and Shawnee Street. This facility was built in 1894 and is in need in significant renovations. Funds for this facility are budgeted in FY16 and FY18 in the Capital Budget and Six-Year Capital Program.

## DEPARTMENT OF LICENSES AND INSPECTIONS

**Mission:** To make Philadelphia the Nation's leader in building safety. The Department of Licenses and Inspections supports investment, growth, and development through education, code enforcement, and the delivery of outstanding customer service.

**Budget Trends:** In November 2013, Mayor Nutter created a Special Independent Advisory Commission to review and evaluate the Department of Licenses and Inspections (L+I). The Commission was formed in the wake of the tragic building collapse that killed six people and injured thirteen others in June 2013. After a ten month review, the Commission released a report, titled "Safety First and Foremost"<sup>37</sup>, and announced 37 recommendations on the structure and operations of L+I. After receiving the Commission's report, the Mayor formed an internal Steering Committee to review the legal, fiscal and administrative implications of each recommendation. The Steering Committee consisted of key members of the Mayor's Administration with expertise on demolition, fire safety, vacant property, information technology, staffing and training, legal and financial controls. In January 2015, the Committee's draft report, entitled *2015 Plan for a Safer City*<sup>38</sup>, was provided to the recently established Building Safety Oversight Board (Board), which will make decisions about immediate and long-term actions necessary for the City to implement recommendations made in the Special Independent Advisory Commission's report. The Board consists of former and present City officials, administrators, and industry professionals. The Board will work with L+I and the internal City work groups to monitor the progress of implementation throughout the remainder of the administration.

In response to the recommendations of the Special Independent Advisory Commission's recommendations, this budget proposes a General Fund allocation increase of 9.2% year over year. The

FY16 Proposed General Fund allocation includes a continuation of \$3 million in funding to address the list of imminently dangerous properties. Secondly, L+I selected the *2015 Plan for a Safer City* initiatives to be funded in FY16 based on their direct impact to public safety. The consensus between L+I and the Board was that 1) Vacant Property Management should be at the top of the list, followed by 2) Electrical Agency Oversight and Crane Safety, 3) Engineering/Plumbing Inspections, 4) Fire Code Enforcement, 5) Training and pay for Building Inspectors, 6) Business Compliance, 7) Project eCLIPSE database support, and 8) Law Department support. In order to implement all of the initiatives properly, L+I and the Board determined that a three-year implementation plan would be the most effective strategy. Initiatives that can be implemented in the short-term were identified for full funding in FY16 (\$5.5 million), while those requiring more time for recruitment and training of staff and cross-department collaboration were identified for funding in either FY17 (estimated \$9.7 million) or FY18 (estimated \$10.3 million). As explained in greater detail in the Accomplishments & Initiatives Section, L+I plans to hire 43 employees in FY16, 50 in FY17, and 8 in FY18 for a total of 101 new employees by FY18.

As a result of budget cuts in FY09, FY10, and FY11 during the recession, funding decreased by \$4.7 million from FY08 to FY15. Partial funding was restored (from a low of \$18 million) to \$21.2 million in FY12 and has since increased. L+I's General Fund allocation in FY14 was increased by over \$4 million relative to FY13 to pay for additional demolitions (\$3 million) to address the list of imminently dangerous properties (see performance trends for a more detailed discussion) and for 20 new code enforcement inspectors and building inspectors. While the purpose of this increase in the number of inspectors is to bolster enforcement and safety, it is also anticipated

<sup>37</sup> A Report by the Mayor's Special Independent Advisory Commission, "Safety First and Foremost," September 25, 2014, <http://www.phila.gov/mayor/pdfs/COMMISSION%20REPORT%20FINAL.pdf>

<sup>38</sup> "2015 Plan for a Safer City," January 9, 2015 (draft report)

to generate revenue for the City due to an increase in permit and license fees. Grant funding has fluctuated significantly from FY08 to FY14 as a result of the Neighborhood Transformation Initiative funding from the Redevelopment Authority (\$3.5 million) in FY08 becoming available again in FY13 (\$6.6 million). Starting in FY11, L+I received a significant increase in ARRA-related grant funding from the Neighborhood

Stabilization Program II (NSP2) program, which provides funds to restore foreclosed properties into productive use through selected demolitions as well as rehabilitation and new construction. NSP2 funding ended in FY13. Overall, the total FY16 Proposed Operating Budget is 7.9% higher than the FY15 Current Projection and \$1.8 million (5.3%) higher than FY08.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	17,773,107	15,002,935	17,793,010	19,770,711	1,977,701	11.1%
	200	11,897,482	10,099,962	10,042,535	10,261,906	219,371	2.2%
	300/400	584,250	303,570	983,613	1,443,941	460,328	46.8%
	Total	30,254,839	25,406,467	28,819,158	31,476,558	2,657,400	9.2%
	Positions	356	296	353	384	31	8.8%
Other*	100	878,510	490,303	514,818	514,818	0	0.0%
	200	3,468,981	162,807	4,500,000	4,500,000	0	0.0%
	800	60,429	2,234,801	0	0	0	0.0%
	Total	4,407,920	2,887,911	5,014,818	5,014,818	0	0.0%
	Positions	18	7	9	9	0	0.0%
All	100	18,651,617	15,493,238	18,307,828	20,285,529	1,977,701	10.8%
	200	15,366,462	10,262,769	14,542,535	14,761,906	219,371	1.5%
	300/400	584,250	303,570	983,613	1,443,941	460,328	46.8%
	800	60,429	2,234,801	0	0	0	0.0%
	Total	34,662,758	28,294,377	33,833,976	36,491,376	2,657,400	7.9%
	Positions	374	303	362	393	31	8.6%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** L+I is in charge of enforcing the Philadelphia code and educating residents about the code's requirements. The core services of L+I are to inspect properties and businesses for compliance with fire and property maintenance, trade and professional license requirements codes; inspect, clean and seal vacant properties and demolish imminently dangerous buildings; review plans, inspect and issue permits according to building, zoning, plumbing and electrical codes; and issue licenses for various trades and business activities and locations.

**Performance Trends:** Between FY13 and FY14, the percent of over-the-counter customers processed within 30 minutes increased 1.7%. FY14 only includes data for the first three quarters because the queuing system was out of service during the fourth quarter, however, the queuing system is expected to be fully operational by March 2015. The percent of residential building plans reviewed within 15 days increased 1.3% from FY13 to FY14 and has shown an increase of almost 4% from the first half of FY14 to the first half of

FY15. L+I increased the percentage of commercial plumbing, electrical and zoning plan reviews within 20 days by 3% from the first half of FY14 to the first half of FY15. However, the FY14 and FY15 year to date percentages are still below FY13 (98.0%). The percent of building permit and plumbing permit inspections performed within 2 business days has remained flat at 99.0% through FY14, and is currently at 98.5% through the first half of FY15.

L+I also made significant progress towards decreasing the number of properties that are classified as Imminently Dangerous (ID). At the end of the second quarter of FY14, there were over 600 properties categorized as ID. At the end of the second quarter of FY15 there were 218, a decrease of 64%. These improvements are the direct result of a \$3 million demolition funding increase in FY14 and FY15. L+I expects to meet the FY15 goal of 600 demolitions for

FY15. L+I demolished 321 residential buildings during the first half of FY15 compared to 249 during the same period in FY14, an increase of 29%. During the first half of FY13, L+I issued 17,378 building, electrical and plumbing permits. The number of building, electrical and plumbing permits increased by 5.6% year over year in the first half of FY15 relative to the first half of FY14, and L+I expects to issue 33,000 permits during FY15 and FY16.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Over-the-counter customers processed within 30 minutes	N/A	98.0%	99.7%	1.7%	100.0%	N/A	N/A	100.0%	100.0%
Percent of residential building plans reviewed within 15 days	N/A	95.0%	96.3%	1.3%	96.0%	99.9%	4.0%	100.0%	100.0%
Percent of commercial building, plumbing, electrical and zoning plans reviewed within 20 days	N/A	98.0%	95.0%	-3.1%	91.0%	94.0%	3.3%	100.0%	100.0%
Percent of building permit and plumbing permit inspections performed within 2 business days	N/A	99.0%	99.0%	0.0%	99.0%	98.5%	-0.5%	100.0%	100.0%
Number of Imminently Dangerous (ID) properties	N/A	375	566	50.8%	603	218	-63.9%	250	250
Number of residential demolitions	405	521	522	0.2%	249	321	28.9%	600	600
Number of building, electrical and plumbing permits issued	37,306	39,696	35,444	-10.7%	18,460	19,490	5.6%	33,000	33,000

### Accomplishments & Initiatives

**Implementation of 2015 Plan for a Safer City:** As explained in the Budget Trends section, the *Plan for a Safer City (Plan)* will be implemented over three years. The *Plan* will be phased in:

- **Vacant Property Management:** The top priority in the *2015 Plan for a Safer City* is addressing the thousands of vacant buildings that threaten public safety and drain the city of millions of dollars annually. A targeted vacant property program focused on proactive inspections of vacant buildings will significantly reduce the number of properties that create public safety risks – such as increased crime, fire, and nuisance behavior – and require expensive abatement work. L+I's previous vacant property program, which ran from 2012 through last year, resulted in the rehabilitation or re-occupancy of more than one-third of the

buildings cited, meaning that thousands of vacant properties were returned to productive use. In FY16, L+I will hire five inspectors, two research assistants, two GIS Analysts and one Code Administrator for this new unit. These resources will help better assemble and distribute property data for use by different City agencies as a part of larger blight reduction and public safety strategies and lead to both cost savings and increased revenue for the city. While the financial benefits are secondary to public safety, it is important to note that the investment in this program will have a return. Vacant properties cost the City millions of dollars a year to maintain and reduce the City's collection of property, wage, and transfer taxes, but a study by The Reinvestment Fund proved that these costs can be eliminated – and revenue



gained – through proactive inspection programs. The reduction in the number of vacant properties created by L+I's previous program significantly reduced the City's annual maintenance costs. Based on historical revenue, the rehabilitation and re-occupancy of these properties also brings with it approximately \$466,284 in annual revenue from the issuance of permits and licenses.

- **Electrical Agency Oversight and Crane Safety:**

Additional Electrical Inspectors and a new Crane Inspector position will also have a direct impact on public safety and allow increased auditing of Electrical Inspection agencies. Four Electrical Inspectors and one Crane Inspector will be hired in FY16. Electrical permits are the only permit inspections not carried out by departmental staff, and so it is critical to public safety that oversight of these third party agencies is improved. L+I will increase audit activity to 50% of all electrical permits. The proposed Crane Inspector will ensure all equipment certifications, operator licensing and rigger/signal person certifications and by conducting on-site audits.

- **Engineering/Plumbing Inspections:**

Four experienced Staff Engineers with specialized experience in Structural, Mechanical, and Electrical engineering will be hired in FY16 to improve the quality of permit plan reviews. The engineers will help streamline the permit review process to ensure efficiency and accountability. The engineers will possess at least five years of experience and will hold a Pennsylvania Professional Engineer's license. They will also help guide L+I's newer engineers and make recommendations on future staffing.

- In addition, six specialized Plumbing Inspectors will be hired in FY16 to strengthen L+I's oversight of plumbing projects throughout the city. The prevention of illegal and unsafe plumbing work is of great concern to L+I, and has been evidenced by recent critical enforcement against unsafe tunneling below public streets and major thoroughfares. Tunneling without proper bracing and shoring to prevent collapse is critical to public safety. The addition of specialized Plumbing

Inspectors will allow L+I to step up enforcement and also will allow L+I's building inspectors to focus on other critical building safety enforcement.

- **Fire Code Enforcement & Law Department**

**Support:** The *Plan* also prioritizes the expansion of the City's fire prevention efforts. Investing in the creation of a dedicated Fire Prevention Unit within L+I and phasing in a new joint inspection and referral system between L+I and the Philadelphia Fire Department will increase public safety and reduce fire deaths throughout the city. Phased in over several years, this investment will allow L+I and the Fire Department to provide up-to-date Fire Code training for inspectors and increase the number of inspections that the departments can conduct. By combining the expertise of L+I's Fire Code inspectors and the Fire Department's Fire Code officials, the departments will be able to exercise additional oversight over buildings that present heightened fire risks, including large vacant commercial and industrial buildings and other critical buildings and businesses. Because of the highly technical nature of the training and the complexities of personnel reassignment involved, it is necessary to phase this part of the plan in over three years to ensure that the program is implemented systematically and with identifiable results. FY16 will fund eight of the fifteen new inspectors in L+I and also eight of the fifteen new inspectors in the Fire Department. This will grow to eleven new inspectors in each department in FY17 and the full level of fifteen in each department by FY18. As L+I begins to see the impact of increased Fire Code enforcement during FY16, additional resources for the Law Department will be needed to handle this anticipated increase in cases being referred for prosecution; a total of six Law positions will be funded in FY17 to account for this increase.

- **Training, Building Inspectors Pay, and New Hires:**

L+I will implement a "broadband" pay range and a new streamlined L+I Building Inspector title in FY16, which will provide a clearly defined career progression and easier to understand

requirements. Employees will also progress through the new broadband title/pay range without having to take further civil service examinations. The starting salary and full performance level salary of existing inspectors will increase as a result of this change and the Department will be able to hire new inspectors at any step in the pay range based on qualifications and experience. These changes will be implemented in FY16 and twenty-four new Building Inspectors will be hired in FY17 under the new, improved requirements. L+I will also hire one Training and Development Manager in FY16, which will have an immediate impact by enhancing L+I's Training offerings. L+I will have the ability to provide expanded proactive training that will fulfill the re-certification continuing education requirements needed by all Building Inspectors. In addition, training offerings for all department employees will expand.

- Prior to the release of the *Plan*, L+I hired 27 additional building inspectors in FY15 for the Department's Emergency Services and Compliance Divisions. The inspectors specifically target unlicensed, unpermitted, or unsafe construction and demolition sites and will also respond to building emergencies. This new group of inspectors will complement the work of the Building Division by providing additional oversight on top of the code-required inspections conducted by Building Inspectors.
- **Business Compliance:** The re-establishment of a Business Compliance Unit in L+I will allow L+I to improve enforcement of all required business licenses, zoning, signage and regulated use. Eight inspectors will be hired in FY17 for this unit, which will be housed in L+I's Operations Division. Two Code Administrators will also be hired to supervise the unit.
- **Project eCLIPSE Support:** Project eCLIPSE (electronic Commercial Inspection Permit Service Enterprise) will replace L+I's current database system and will offer residents online access to many L+I services. Project eCLIPSE will improve data accuracy, enable online application and

payment for licenses and permits, and expand performance measurement tools. The first phase, business licensing, went live on January 5, 2015. L+I's vendor for Project eCLIPSE, Computronix, winds down its presence in FY16, and four additional positions will be funded in FY17 to ensure a smooth transition during post-implementation (one IT Director, one Project Lead, one Mobile Device Lead and one Trainer).

**Increasing Demolition and Construction Safety:** L+I implemented new demolition application and permit controls as well as new construction site signage requirements that were passed into law in 2014. In addition, demolition permits now require a 20-day plan review to include site safety plans, engineering reports, tax clearances and contractor experience requirements where previously these were issued over the counter.

In FY14, L+I formed the Construction Site Task Force (CSTF) to address construction site and licensing issues and to enforce all contractor licensing requirements, monitor construction sites for clean and safe conditions and ensure Streets Department Right of Way (ROW) permits and licenses for all contractors working on the sites. CSTF has issued over 75 Stop Work Orders so far in FY15. L+I estimates that it will issue 200 Stop Work Orders in FY15 and 225 in FY16.

**Increasing Transparency:** L+I launched a new website in FY14 ([www.phila.gov/LI](http://www.phila.gov/LI)) that provides citizens with information on permits, licenses, violations and enforcement actions for any property within the city, a major step toward increasing transparency of City government. L+I provides its extensive collection of data in a way that can be easily searched, mapped, and analyzed. The website's mapping tool will help residents and businesses not only monitor the work the L+I does in their neighborhoods, but also identify and report problems to the Department in order to make their neighborhoods safer and promote compliance.



**Code Enforcement:** After working closely with City Council to adopt the International Property Maintenance Code, L+I is currently preparing for enforcement by investing in comprehensive training and certification for all code enforcement inspectors in the Operations Division, which is responsible for enforcing the Property Maintenance Code. Since the City already recognizes the International Code Council's Building Code for construction of new buildings, adopting the ICC property maintenance code will bring all of the code under the nation's best practice, which has been adopted by 36 other states across the country.

L+I will continue the practice it began in FY15 of securing the perimeter of imminently dangerous properties until they are either repaired or demolished. The perimeter barriers establish a visible deterrent to entry and trespass while corrective repair or demolition is pending. To date, 70 imminently dangerous properties have been secured pending demolition.

A new Compliance Division has been created to increase oversight on construction and demolition sites to improve public safety. As L+I's newly hired building inspectors conclude their certification training, this Division will be fully staffed. The Division is responsible for ensuring that development projects fully comply with all applicable laws, statutes, ordinances, rules and regulations related to the protection of people, the environment, or property. The division also performs internal audits of departmental operations.

**Receipt of IAS Accreditation:** L+I underwent a comprehensive review of procedures and field visits for more than a year. In September 2013, the Department received accreditation from the International Accreditation Service (IAS) for observing high standards in plan review, permit inspection, and code enforcement procedures. Philadelphia is now the

largest municipality in the nation to hold this accreditation. In order to maintain this distinction, IAS will return in 2016 to again review L+I's policies and procedures and make a determination on whether best practices have been upheld.

## BOARD OF BUILDING STANDARDS

**Mission:** The Board of Building Standards is an advisory board that reviews appeals related to building safety and the application of Philadelphia's Building Code, makes recommendations on regulations and standards to the Commissioner of the Department of Licenses and Inspections, and reviews new building products for compliance with City safety standards.

**Budget Trends:** The Board of Building Standard's budget has decreased since FY08 primarily due to citywide budget cuts implemented during the financial

crisis in 2008-2009. The FY16 Proposed Budget is slightly higher (1.6%) than the FY15 Current Projection.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	95,635	62,431	72,792	73,970	1,178	1.6%
	300/400	59	0	0	0	0	0.0%
	Total	95,694	62,431	72,792	73,970	1,178	1.6%
	Positions	2	1	1	1	0	0.0%

**Description of Major Services:** The Board of Building Standards (BBS) is primarily concerned with matters affecting building safety and is faced with interpreting technical issues involving the application of the Building Code. The BBS offers advice to the Commissioner of the Department of Licenses and Inspections, who may then grant a variance based on this advice. Denials can be appealed to the Court of Common Pleas within 30 days of notice of decision.

**Performance Trends:** The number of hearings is the primary metric that is measured for the BBS. Since FY10, the annual number of hearings has averaged 113. Hearing volumes increased 14.2% from FY13 to FY14 mainly due to the increase in unsafe violations

issued by the Department of Licenses and Inspections. During FY15 to date, hearing volumes have leveled out to pre-FY13 levels. BBS expects to end FY15 with approximately 115 total hearings.

Performance Measure	FY08	FY13	FY14	FY14-FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2*	FY15-FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Number of hearings	N/A	120	137	14.2%	63	51	-19.0%	115	115

## THE BOARD OF LICENSES AND INSPECTIONS REVIEW

**Mission:** To ensure timely hearings of property violations issued by the Department of Licenses and Inspections and in some instances other city agencies such as the Water Department and the Art and Historical Commissions.

**Budget Trends:** The Board of Licenses and Inspection Review's budget has decreased since FY08 primarily due to citywide budget cuts implemented during the

financial crisis in 2008-2009. The FY16 Proposed Budget is on par with the FY15 Current Projection.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	196,610	125,229	157,564	157,354	(210)	-0.1%
	200	5,515	8,365	10,436	10,436	0	0.0%
	300/400	602	0	0	0	0	0.0%
	Total	202,726	133,593	168,000	167,790	(210)	-0.1%
	Positions	3	2	2	2	0	0.0%

**Description of Major Services:** The Board of Licenses and Inspections Review (Board of L+I Review) affords citizens a process for the review of decisions made by the Department of Licenses and Inspections and in some cases, other departments. The Board of L+I Review also hears appeals of License and Firearm Permit disapproval as well as Health and Property Maintenance Code violations. Decisions of the Board are appealable to the Court of Common Pleas under the Local Agency Law.

**Performance Trends:** The number of hearings is the primary metric that is measured for the Board of L+I Review. Since FY10, the annual number of hearings has averaged 1,265. Hearing volumes decreased

slightly between FY13 and FY14. FY15 to date, hearing volumes increased 3% over the same time period in FY14. The Board of L+I Review projects to end FY15 with approximately 1,250 total hearings.

Performance Measure	FY08	FY13	FY14	FY14-FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2*	FY15-FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Number of hearings	N/A	1,229	1,216	-1.1%	629	647	2.9%	1,250	1,250

## ZONING BOARD OF ADJUSTMENT

**Mission:** To provide knowledgeable, efficient, and fair adjudication in matters concerning actions taken by the Department of Licenses and Inspections under the Philadelphia Zoning Code.

**Budget Trends:** The Zoning Board of Adjustment's budget has increased slightly since FY08. The FY16

Proposed Budget is slightly lower (1.5%) than the FY15 Current Projection.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	298,216	322,551	343,511	337,749	(5,762)	-1.7%
	200	44,320	34,540	34,541	34,541	0	0.0%
	Total	342,536	357,092	378,052	372,290	(5,762)	-1.5%
	Positions	5	5	5	5	0	0.0%

**Description of Major Services:** The Zoning Board of Adjustment (ZBA) hears and decides appeals in zoning matters and can grant a variance from the terms of any zoning ordinance, regulation or map. The ZBA reverses or affirms the decision made by the Department of Licenses and Inspections. The ZBA can also grant approval for certificates and special use permits. The ZBA's decisions can be appealed to the Court of Common Pleas under the Local Agency Law.

**Performance Trends:** The number of hearings is the primary metric for the ZBA. The new Zoning Code was implemented in early FY13, and was the first comprehensive re-write of Philadelphia's zoning laws in 50 years. From FY10 through FY12, the annual number of hearings averaged 1,512. During FY13 and

FY14 there were 14.6% fewer hearings. To date in FY15, hearing volumes decreased by 8.2% over the same time period in FY14. ZBA projects to end FY15 with approximately 1,050 total hearings since hearing volume has decreased since the adoption of the new code.

Performance Measure	FY08	FY13	FY14	FY14-FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2*	FY15-FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Number of hearings	N/A	1,312	1,120	-14.6%	551	506	-8.2%	1,050	1,050

## MANAGING DIRECTOR'S OFFICE – PUBLIC SAFETY

---

While the majority of the activities within the Managing Director's Office (MDO) relate to Goal 5 and will be discussed in the MDO's chapter starting on page 223 under that goal, the MDO does oversee some important programs that help meet the City's goal of making Philadelphia safer.

### Accomplishments & Initiatives

#### **Criminal Justice Prison Population Management Unit:**

This Unit monitors the Philadelphia Prisons System population on a daily basis and determines whether the number of persons confined exceeds or will exceed the capacity of the prisons. The Unit identifies candidates for special release according to the policies approved by the Population Management Policy Board in 1995 and, by signature of the Director of the Criminal Justice Population Management Unit, will certify the confined person's eligibility for special release. This report is run twice weekly and staff attends hearings to authorize special release. Such controls have led to effective monitoring of the prison census and a subsequent decrease in the prison census from approximately 9,100 in January 2008 to 8,158 in January 2015.

**Office of Emergency Management:** The Managing Director's Office of Emergency Management (OEM) is responsible for ensuring the readiness of the City of Philadelphia for emergencies of any kind. OEM educates the public on how to prepare for emergencies, leads citywide planning and policy development related to emergency management and coordination, mitigates the impact of emergencies, conducts training and exercises and coordinates on-scene response and recovery operations.

OEM has been utilizing social media to assist with communications. In April 2008, the Southeast Pennsylvania region launched ReadyNotifyPA, an emergency text and email alert messaging service that keeps the public informed during large-scale emergencies. In 2014 there was a 5.6% percent increase in new subscribers registered on ReadyNotifyPA, bringing the total enrollment on the system to 35,086. OEM is an active user of various

social media platforms including Twitter and Facebook and saw a 21.9% increase in membership/engagement across the various social media tools it uses.

OEM offers a comprehensive public education program to engage Philadelphians and help them prepare for emergencies, both natural and human-caused. In 2014, OEM lead or participated in 65 preparedness events ranging from workshops with community groups, trainings with business and nonprofit organizations, or community outreach events. As part of its public outreach efforts, OEM has preparedness brochures available in English and six other languages, and has developed materials in large print and Braille and audio CDs for the visually impaired. More than 27,000 pieces of educational literature were distributed in 2014.

During the Nutter administration, OEM has worked to increase its capacity and efficiency, and has specifically focused on improving the operational integrity of emergency response plans. OEM's capacity and efficiency building has focused on ensuring the city has necessary emergency response equipment and through the development of an emergency management warehouse which opened in December 2014.

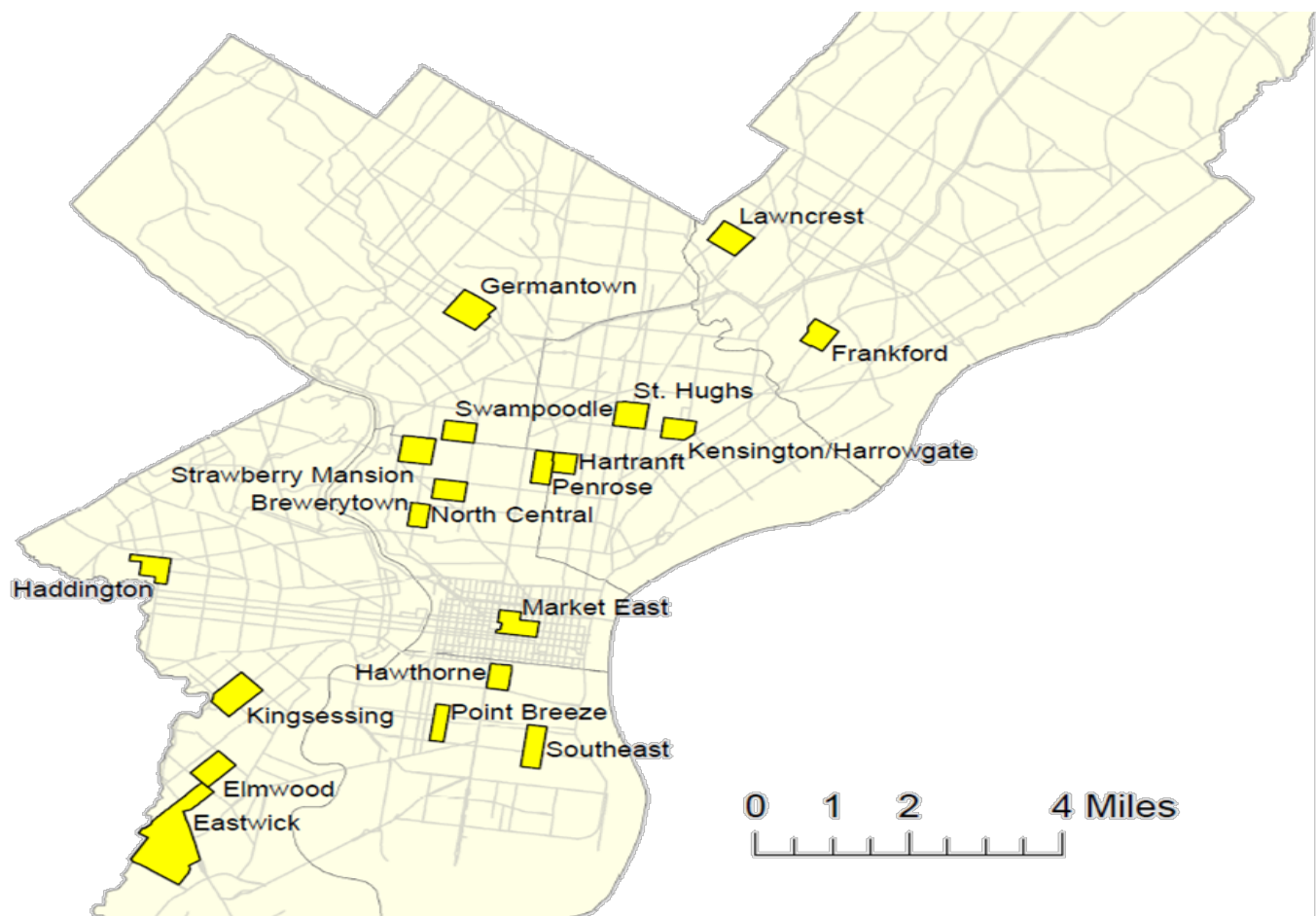
In FY16, OEM will continue its planning work focused specifically on the health and medical sector, a rewrite of the City's Mass Care and Shelter Plan, hazardous analysis density studies, and the development of community vulnerability profiles. All of this will aid in the preparation and seamless execution for the Papal visit and Democratic National Convention.

Additionally, OEM will focus on sustainment, expanding several programs, and embarking on some new initiatives in FY16. These efforts include the development and launch of a new website and emergency management mobile application, applying for accreditation from the Emergency Management Accreditation Program which is the nationally recognized emergency management accreditation process, and expanding on and improving OEM's work with populations with functional and access needs to ensure our emergency management program is accessible by everyone.

**PhillyRising:** PhillyRising focuses on neighborhoods throughout Philadelphia that are plagued by chronic crime and quality of life concerns and establishes partnerships with community members to address these issues. The PhillyRising Team coordinates the actions of City agencies to help neighbors realize their vision for their community through sustainable, responsive and cost-effective solutions. Since

beginning as a pilot in February 2010, PhillyRising has expanded to 15 neighborhoods and all six Police Divisions, as shown in the map below.

PhillyRising has had a major positive impact on quality of life in target neighborhoods, and their model of partnering with residents has proven to be successful. In FY14, total crimes across PhillyRising neighborhoods have decreased 18.4% since FY08. Part I (violent) crimes have decreased 13.1% in this same time frame. In FY14 and FY15, PhillyRising hosted two annual conferences to introduce community residents to crucial resources. In August 2013, PhillyRising presented six workshops and 35 City agencies and city-wide organizations shared resources with 255 constituents at the Convention Center. The following year, the conference was moved to North Philadelphia, and the 228 attendees were given the opportunity to meet with representatives from nine key City agencies and attend a Town Watch Integrated Services or Workforce Development training.



Departments reported 250 personal interactions with residents and processed 91 service requests; 35 guests attended Workforce Development training and 36 attended Town Watch training in 2014. Based on the success of the second annual PhillyRising Conference, PhillyRising executed its newly-developed Best Meetings Strategy in individual neighborhoods. At these action-oriented meetings, residents will be able to place service requests and apply for a range of federal benefits on the spot or can visit <http://bestmeetings.tumblr.com> to register.

In 2011, PhillyRising developed the Citizens Engagement Academy (CEA) to empower residents to take on leadership roles in their communities. This program brings City agencies to the neighborhoods to educate residents about the resources they offer. PhillyRising has hosted 11 CEAs and recently completed its first Spanish-language CEA; 264 participants have graduated from the program. With the knowledge gained from the course, CEA graduates are empowered to become leaders in their communities and help their neighbors connect to City resources. Also in FY11, PhillyRising created a workforce development program called Career Boot Camp One as a result of feedback received during kickoff meetings. The Career Boot Camp One provides job training and access to job opportunities, particularly for youth and ex-offenders. Ten boot camps have been conducted, including two modified for youth and ex-offenders; 200 residents have participated, and 50 have received job interviews as a direct result of attending this class. Through the PhillyRising CREATES grant, and in partnership with the City Mural Arts Program and the Mayor's Office of Civic Engagement and Volunteer Service, PhillyRising has completed nine murals and revitalized 595,578 square feet of blighted space in seven neighborhoods. Collectively, these spaces have been maintained free of graffiti, trash, and illegal activity for 256 weeks since January 2013.

During FY15 and FY16, PhillyRising is creating a new map-based method to evaluate neighborhood performance and improvements using the Red Dot

Green Dot model. Maps of each neighborhood will be continuously updated to show negative incidents (i.e. violent crimes and code violations) and positive solutions. Additionally, with the expertise of the Mayor's Office of Community Empowerment and Opportunity, PhillyRising will add federal benefit registration to its menu of services. Many of the residents that PhillyRising works with qualify for benefits like the Supplemental Nutrition Assistance Program through the federal government, home heating grants, and other forms of assistance but are not aware of these opportunities or do not know how to access them. PhillyRising will make this process easier and more accessible through initiatives like the Best Meetings.

**Mayor's Office of Reintegration Services (RISE):** RISE has undergone substantial transformations since 2008. Originally known as the Mayor's Office of Reentry, or MORE, this became a division of the Managing Director's Office of Public Safety in 2013, solidifying its importance in the framework of the City by directly focusing on re-entry efforts. RISE has also expanded the breadth of services provided, working with other City agencies on transitional job programming and service provision. In 2015, RISE will officially become a division of the Philadelphia Prisons System, as focus shifts to proactive and rehabilitative programming for those facing an impending release. RISE is also leading a multi-year, multi-agency effort under an award of a Second Chance Act grant from the Department of Justice for \$750,000 which was matched by the City over two years. This demonstration grant will implement innovative strategies for returning citizens, focusing on housing, education, and employment in new ways

RISE utilizes direct services and partnerships with other agencies to successfully reintegrate the formerly incarcerated back into their communities. RISE recognizes that those that receive the skills, training and education necessary to compete in the formal economy are far less likely to participate in criminal activity. RISE aims to improve public safety while also assisting the formerly incarcerated in becoming



responsible and productive Philadelphians by addressing barriers that impede their chances for success. RISE has established the following goals:

- Act as an umbrella organization for re-entry programs and initiatives for returning citizens
- Establish a strong network of partner organizations to promote community-wide collaboration in re-entry
- Create programming and training that best suites the needs of returning citizens
- Provide returning citizens with the skills, knowledge and resources to obtain and retain employment

**Town Watch Integrated Services:** Operation Town Watch Integrated Services (TWIS) promotes neighborhood safety by training neighborhood residents in the concepts of Community Policing and on how to form and operate a neighborhood Town Watch group and by engaging institutions, community-based organizations, and local leaders in the process of Community Policing. At the end of 2014, there are 893 Town Watch groups currently active in Philadelphia. In 2014, TWIS staff trained and organized 160 Town Watch groups and facilitated 390 training sessions in which a total of 1,325 residents received instruction in Community Policing. In addition, Town Watch, in partnership with the School District of Philadelphia undertook WalkSafePHL, as an expansion of its existing Safe Corridors program at the start of the 2013-2014 School Year. WalkSafePHL was created in response to safety concerns of families and communities as students were prepared to attend schools that were outside of their neighborhoods following the closing of 24 public schools in June 2013 (no additional closings since June 2013). By the end of 2014, walk safe had 15 safe quarters at open schools his effort was spearheaded by TWIS which trained and certified volunteers to provide a safe corridor for students as they travel to and from school. This program was designed in collaboration with the Mayor's Office of Civic Engagement and Volunteer Service, the Mayor's Office of Education, the Philadelphia Police Department, the PhillyRising Collaborative, the Office of Public Safety, the School

District of Philadelphia and SEPTA Police. Throughout the school year, 250 volunteers staffed 28 routes twice daily, creating a safe pathway for children to travel to and from school. In 2014, Town Watch expanded to include new staff members to manage the WalkSafePHL program, which included 45 schools, as requested by school principals. WalkSafePHL is expected to expand in future years, as demand increases across the city. This marks a significant shift from 2008, when Town Watch was a contracted entity with minimal integration into City government; now, Town Watch operates as a full-fledged division of the Office of Public Safety.

**Youth Violence Prevention Collaborative (YVPC):**

YVPC was created in 2012 when the U.S. Department of Justice's Office of Juvenile Justice and Delinquency Prevention selected Philadelphia to be among the ten cities participating in the National Forum on Youth Violence Prevention. The Forum is a network of communities and federal agencies that work together, share information and build local capacity to prevent and reduce youth violence. The Forum brings together people from diverse professions and perspectives to learn from each other about the crisis of youth and gang violence and to build comprehensive solutions at the local and national levels.

Over 30 leaders from government, academia and other stakeholder groups in Philadelphia are part of the Collaborative, which was initially co-chaired by Anne Marie Ambrose, former Commissioner of the Philadelphia Department of Human Services, Kevin Dougherty, previously the Administrative Judge of the Family Court of Philadelphia, and Charles Ramsey, Philadelphia Police Commissioner. Separate committees now meet regularly to make progress on initiatives. The Collaborative members represent the city's leadership across a wide cross-section of disciplines in recognition that many factors contribute to and can alleviate youth violence.

In all, over 125 people have been involved in workgroups to create this plan, which is focused on the National Forum's priority strategies of Prevention,



Intervention, Enforcement, Reentry and Data & Evaluation.

Successes of the Collaborative to date include stewarding funding for youth employment and after school programming, as well as creating linkages between community based organizations and government agencies. The Collaborative is reflective of the Nutter Administration's place-based strategy, and works closely with both the Choice Planning and Choice Implementation grant efforts.

**Youth Violence Reduction Partnership:** The Youth Violence Reduction Partnership (YVRP) currently serves roughly 1,050 youth per month between the ages of 14 and 24 years old. Youth are referred into YVRP through the juvenile and adult probation programs and in most cases have been previously identified as high risk for committing and/or being the victim of violence. YVRP operates by having probation officers and street workers from the Philadelphia Anti-Drug/Anti-Violence Network (PAAN) contact the youth on a regular basis to provide evaluation, guidance and social services support. Additionally YVRP offers participants comprehensive life and job readiness skills, coupled with hands on paid internships in the communities in which they reside. The program has successfully served 234 Youth Partners, with 85% receiving employment, 67 full time positions, 73 part time positions and 19 receiving seasonal work. On average, the number of homicides fell 8% across the Six YVRP Police Districts (12th, 19th, 22nd, 39th, 24th and 25th). Since FY08, YVRP has expanded the range of services available to participating youth, developing partnerships in various communities with neighborhood organizations. Youth partners have participated in FutureTrack and PowerCorps, transitional job training programs with the Streets, Parks and Recreation, and Water departments, and YVRP has been a lead agency in developing the City's youth safety strategic plan. In FY16, YVRP will continue to evaluate expansion opportunities to additional

police districts, the 35<sup>th</sup> statistically being in the forefront. With the creation of a newly developed Intelligence Officer in Juvenile Probation, the efforts of YVRP will be enhanced with the monitoring of social media linked to YVRP's activities such as gang affiliations and retaliations linked to past or present criminal activities.

## POLICE DEPARTMENT

**Mission:** To demonstrate excellence in policing by working in partnership with the community and others to fight and prevent crime, the fear of crime, and terrorism; enforce laws while safeguarding the constitutional rights of all people; provide quality service to all residents and visitors; and create a work environment in which the Philadelphia Police Department recruit, train and develop an exceptional team of employees.

**Budget Trends:** The Philadelphia Police Department (PPD) has seen a \$89.3 million increase from FY08 to the FY15 Current Projection. The funding increase was largely due to the settlement of arbitration awards, which granted wage increases of 4% in FY09 and 3% in FY11, FY12, FY13, and FY14, 3.25% in FY15 and a 1% increase in salary for stress pay in FY14 to FOP members. Investments were also made in the PPD budget to continue funding the Federal American Reinvestment and Recovery Act (ARRA) funded officers, to fund a required match for the 25 Office of Community Oriented Policing Services (COPS) grant funded officers, and to allow the PPD to hire

additional police classes to bring the uniform officers to a level of 6,525; the FY16 Proposed General Fund allocation fully funds the Police Department at this level. In terms of other operating funds, the PPD has seen a significant increase in other operating funds largely due to wage increases from the FOP award. Additionally, the FY16 Proposed General Fund allocation in Class 300/400 includes funding for mandatory equipment for the PPD. The total FY16 Proposed General Fund budget is 4.8% larger than the FY15 current projection while the total FY16 Operating budget is estimated to be 7.0% higher than the FY15 Current Projection.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	509,124,087	572,218,053	596,213,021	622,058,347	25,845,326	4.3%
	200	7,217,418	7,016,142	7,262,807	7,262,807	0	0.0%
	300/400	7,624,425	8,643,946	9,799,702	13,417,702	3,618,000	36.9%
	Total	523,965,930	587,878,142	613,275,530	642,738,856	29,463,326	4.8%
	Positions	7,367	7,095	7,371	7,371	0	0.0%
Other*	100	17,578,203	17,294,986	19,013,265	21,861,813	2,848,548	15.0%
	200	1,855,312	3,537,515	3,821,799	6,354,269	2,532,470	66.3%
	300/400	2,450,496	4,575,779	4,795,275	14,495,546	9,700,271	202.3%
	800	0	3,327,500	0	0	0	0.0%
	Total	21,884,361	28,735,780	27,630,339	42,711,628	15,081,289	54.6%
	Positions	164	165	166	166	0	0.0%
All	100	526,702,290	589,513,039	615,226,286	643,920,160	28,693,874	4.7%
	200	9,072,730	10,553,657	11,084,606	13,617,076	2,532,470	22.8%
	300/400	10,074,921	13,219,726	14,594,977	27,913,248	13,318,271	91.3%
	800	0	3,327,500	0	0	0	0.0%
	Total	545,850,291	616,613,922	640,905,869	685,450,484	44,544,615	7.0%
	Positions	7,531	7,260	7,537	7,537	0	0.0%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** PPD fights crime and the fear of crime, enforces laws while safeguarding the constitutional rights of all people, and provides quality public safety services to all residents and visitors. The PPD established six goals of which five represent the major services provided to the public while the sixth is a goal

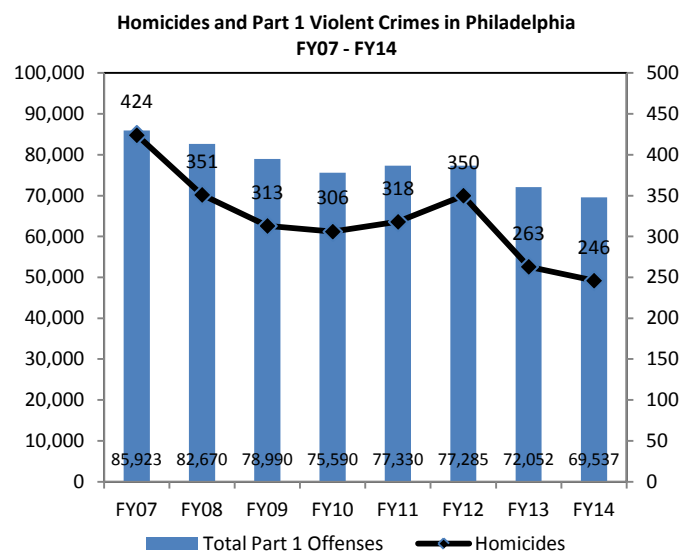
representing a commitment to PPD employees. These goals and strategies were set in 2008 and have guided PPD's work for the past seven years and are listed below:

- Goal 1: To prevent crime and criminal victimization by improving police response to crime; improving police, community, and city agencies coordination in addressing crime and disorder; and providing crime prevention services to members of the community.
- Goal 2: To provide justice by calling offenders to account for their crimes by establishing and using case management protocols of investigations; coordinating with prosecutors and courts to improve the quality of cases; using forensic capabilities to identify offenders; and improving the quality of officers' initial investigation and reporting of a crime.
- Goal 3: To enhance the sense of safety & security in public spaces by increasing the presence and visibility of sworn officers in neighborhoods; addressing hot spots for open-air drug dealing, prostitution, and public disorder; ensuring orderly public demonstrations while protecting civil rights; improving traffic flow safety; and enhancing police emergency and disaster preparedness.
- Goal 4: To increase public confidence in PPD by using authority judiciously, fairly and ethically; and ensuring that police actions are constitutional and within laws and regulations.
- Goal 5: To improve Police and Community Relationships by improving PPD's outreach to the community; improving the quality of services provided to the public; and increasing the number of positive contacts by police with the public.
- Goal 6: To create a safe and healthy work environment and an exceptional team of employees by creating a high-quality workforce; expanding and enhancing training; improving the working environment; enhancing information systems; establishing systems that ensure the implementation of standards, policies, and programs; and establishing systems that ensure the efficient and effective use of resources.

**Performance Trends:** Guided by its principles of smart policing, prevention, collaboration and continuous improvement, PPD has achieved the lowest crime rates in recent history. These initiatives include an increased number of police officers during the summer to improve coverage particularly in high crime areas, tougher gun enforcement, and – in conjunction with the courts – stricter bail requirements. Across the board, performance measures and crime statistics improved in FY14, and these improvements continued in the first half of FY15.

Shooting victim levels are at their lowest point since PPD began collecting that data in 2001. In 2014, Philadelphia had 1,089 shooting victims, a 31.8% decline from 2007 (1,597 shooting victims) and a 41.4% decline from 2006 (1,857 shooting victims) – the year Philadelphia recorded its highest number of shooting victims. On a fiscal year basis, there were 6.2% fewer shooting victims in FY14 than in FY13 and still 7.0% fewer in the first half of FY15 compared to

the same period in FY14. Homicides decreased by 6.5% in FY14. However, there has been a slight increase (1.5%) in the first half of FY15 relative to the first half of FY14. As shown in the following chart Homicides in FY14 were 42% lower than in FY07.



Total Part I violent crimes, which include homicides, sexual assault, robbery and aggravated assault, have

steadily declined since FY07, with the exception of a slight increase in FY11 and FY12. As shown in the chart above, Total Part I crimes have declined more than 19% since Mayor Nutter took office. Burglaries, which were down 14% in FY14 compared to FY13, decreased by 4.0% in the first half of FY15 as compared to the same period in FY14. The homicide clearance rate, the rate at which homicide cases are cleared by an arrest, increased from 62.6% in the first half of FY14 to 67.1%

in the same period in FY15. Although several factors pose limitations on the clearance rate, such as the unwillingness of shooting victims and witnesses to cooperate with investigations, the PPD continually strives to improve the homicide clearance rate and considers 80% to be a stretch goal. Meanwhile the clearance rate on other violent crimes has declined slightly from 50.3% in FY14 to 48.3% in FY15 towards a goal of 53%.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1- Q2*	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Shooting Victims	1,426	1,161	1,089	-6.2%	599	557	-7.0%	950	950
Homicides	351	263	246	-6.5%	131	133	1.5%	205	205
Part 1 Violent Crime	20,597	17,384	16,533	-4.9%	8,872	8,252	-7.0%	16,300	16,300
Burglaries	12,019	11,501	9,898	-13.9%	5,332	5,117	-4.0%	10,000	10,000
Homicide Clearance Rate	65.8%	73.0%	56.5%	-22.6%	62.6%	67.1%	7.2%	80.0%	80.0%
Other Violent Crime Clearance Rate	N/A	50.4%	52.3%	3.7%	50.3%	48.3%	-3.9%	53.0%	53.0%

\* FY15 Q2 data is preliminary

### Accomplishments & Initiatives

**Recognized as a National Leader:** PPD has gained national recognition for its successes. In December 2014, the Commissioner was appointed by the President of the United States to co-chair a task force on 21<sup>st</sup> Century Policing to address community policing and policing during civil unrest after a major incident in Ferguson, Missouri. Moreover, the Department is recognized nationally as a leader in addressing juvenile arrests and justice, community policing, and transparency.

The Department established a community policing model in 2008 which promotes continuity of officer assignments in neighborhoods, community and police monthly meetings, and worked with PhillyRising to address chronic crime and disorder problems. The Department structured the existing police districts into Police Service Areas (PSAs) to promote community policing while also adding foot and bike patrols in the neighborhoods. The PSAs are geographical subdivisions of police districts that are monitored by the same officers and supervisors, allowing the police officers to become familiar with

the community residents, the area, and its crime trends. The police officers patrol their areas regularly and are available to respond to neighboring PSAs in case of high priority situations. This new structure is helping the department become more strategic about combating crime. The overall goal of the program is to advance long-term crime and disorder reduction strategies in chronic hotspots located within each PSA. As the pillar to the neighborhood-based policing model that drives how the department delivers and organizes police response and services, this crime fighting strategy is dynamic, flexible, and is designed to respond to short-term demands while institutionalizing long-term strategies that promote sustainability around public safety.

**Increased Transparency:** Officer Involved Shootings (OIS) have dropped 75% since the first six months of FY13 (12 killed) to 3 people killed by police in the first six months of FY15. In an effort to improve transparency, the Department posted data and descriptions of the OIS incidents on its web site ([www.phillypolice.com](http://www.phillypolice.com)). PPD was one of a few police

departments that achieved this level of transparency with OIS.

**Addressing Issues of Officer Misconduct and Corruption:** In 2010, the Department presented a plan “Preventing Corruption within our Ranks,” to address the issues of officer misconduct and corruption. Implementing the plan has led to higher standards for hiring police officers, increased reporting of police misconduct, revised policies, increased training, and improved investigations of misconduct.

**Public Safety Infrastructure:** 4601 Market Street: The City has acquired the former Provident Mutual Life Insurance Company’s headquarters located at 4601 Market Street in West Philadelphia, and is rehabilitating it into a new police headquarters, City morgue, and health offices. The renovation is anticipated to cost \$250 million and will be funded through bond financing. This is a consolidation that will provide needed upgrades to City facilities and allow the City to potentially sell existing assets (such as the existing Police Administration Building, Health Administration Building, and the Medical Examiner’s Office). In addition, this project will repurpose a vacant building and help revitalize a part of West Philadelphia in need of investment. The funding for debt service for project is included in the operating budget. The project is expected to be completed in 2018.

The Delaware Valley Intelligence Center (DVIC) opened in 2013. This center co-locates PPD’s Real Time Crime Center (RTCC), Homeland Security, and Criminal Intelligence units and has already created synergy between these functions and improved police services. The DVIC also performs a key regional informational sharing function. In January 2014, a Mass Transit desk was established within the DVIC. Regional transportation authorities staff the DVIC, which monitors tips and threats concerning mass transit. In the coming years, the DVIC will continue to expand its regional focus and reach. The PPD has also expanded and enhanced its automated systems and analytical capability. The RTCC provides 24-7 support

to responding officers and detectives and monitors the City’s system of over 1,600 closed circuit televisions. It also receives tips and data from automated license plate readers. A gunshot detection system will be operational in FY15.

**SWAT/Bomb Squad/K-9 Facility:** This facility, which will be co-located with the PPD’s gun range on the Philadelphia Police Academy’s grounds, will provide a place for PPD to conduct tactical training in shooting and explosives for Philadelphia officers as well as surrounding law enforcement communities. The new SWAT/Bomb Squad/K-9 Facility and was completed in August 2013 and the total cost of the facility was \$13.9 million funded by \$4 million of City capital funding, \$5.1 million in federal and state forfeiture funds and \$5 million provided by PICA.

**Woodhaven BRAC Facility/Philadelphia Police Training Center:** In 2011, the U.S. Department of Defense, as part of its Base Realignment and Closure (BRAC) program, closed the Philadelphia Memorial Armed Forces Reserve Center located on Woodhaven Road. The Woodhaven facility, which will be known as the Philadelphia Police Training Center, is being renovated as a multipurpose site to house the Police Training Academy, the Philadelphia Crime Information Center, Advanced Training, Standards and Accountability, Audits and Inspections, Overtime Management, 911 training, and the storage of homeland security vehicles. This facility has been designed to be LEED Certified, and will include a new main access roadway. A total of \$15.5 million was allocated in FY11 through FY14, and \$2 million has been recommended for FY15 for the completion of the project. The main facility and site design for this project were completed in 2013, and capital improvements for this project are expected to begin in June 2014 with an expected completion date of summer 2015.

**Wissahickon BRAC Facility:** In 2012, the U.S. Department of Defense, as part of its Base Realignment and Closure (BRAC) program, closed the Germantown Veterans Memorial United States Army Reserve Center (USARC) at 5200 Wissahickon Avenue.

The Wissahickon facility is being renovated as a multipurpose site, the current plan is to house the relocation of Narcotics Unit/Strike Force, Chief Inspector Narcotics, Forfeiture Unit, Narcotics Field Unit, Civil Affairs, and the Citywide Vice Unit. A total of \$5 million is being requested in the FY16-FY21 Capital Program (\$300,000 in FY16 and \$4.7 million in FY17). The site design for this project is expected to be completed in FY16 and capital improvements for this project are expected to begin in FY17 with an expected completion by the end of FY17.

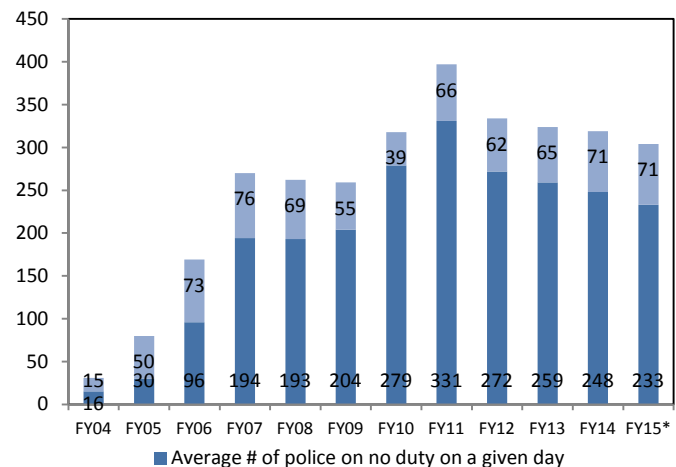
**Police Facility Renovations:** In FY16 \$3.5 million is recommended for capital improvements at Police facilities throughout the City. These improvements include mechanical, plumbing and electrical work, site work, and window and door replacements. Funds will also be used for the major improvements to the Police Mounted Patrol Unit as well as the Police Academy Firearms facility.

**Employee Recruitment:** In FY16, the PPD aims to maintain headcount at the target level of 6,525 officers; however, maintaining target staffing levels continues to be a substantial challenge. Between FY14 and FY17, the Department will lose 525 sworn members to retirement as a result of the Deferred Retirement Option Plan. The PPD is working with the Office of Human Resources to match hiring with attrition. To date in FY15, the PPD has hired 121 officers and expects to bring on an additional 200 to bring the force up to 6,425 by the end of FY15 from 6,303 at the end of FY14. To compensate for retirements and attrition in FY16, the PPD expects to hire an additional 355 officers to bring the force up to the target level of 6,525 by the end of FY15.

In addition to losing experienced officers, the number of officers unavailable for full-duty remains a challenge. This is due in large part to claims resulting from the Enforcement Officers Disability Benefit Act (also known as the Heart and Lung 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. The average number of police officers unavailable for full duty on any given day due to "Heart and Lung" claims dropped by 25% from 331 in FY11 to 248 in FY14. The total number of police officers unavailable for full-duty currently is 233 year to date in FY15. PPD and the Fraternal Order of Police continue to work to identify and rectify problems as they arise. In January 2015, the Department resumed efforts to work with the FOP to address efforts to return officers to active duty.

**Average Number of Police Officers Unavailable for Full-Duty Each Day Due to "Heart and Lung" Claims**



**Further Advance Crime Reduction Strategies:** The PPD will continue to reduce and prevent crime through data driven, neighborhood-based strategy. Under this strategy, the Police Department addresses crime and disorder based on the specific needs of community and the type of crime that is occurring. The overall goal for the Police Department is to partner with community members to help them transform their neighborhood into stronger, safer environments. Additionally, the Department will continue to build stronger bonds and improved relationships with the communities it serves. This will be accomplished by continuing to implement its community policing strategy and working with other city agencies, businesses, and neighborhood residents.

**Innovative Policing through Technology:** A working group on Body Worn Cameras was established by

Commissioner Ramsey to examine the use of Body Worn Cameras by Philadelphia Police Officers. The 22<sup>nd</sup> Police District was chosen to serve as the pilot with 40 officer volunteers who have been testing various camera models during live interactions. PPD is evaluating appropriate policies, as well as underlying IT infrastructure.

Additionally, PPD is increasing its visibility by establishing a user friendly web site and active social media presence via Facebook, Twitter, and YouTube where it can post alerts and interact with the community. As of January 2015, the police department has 94,045 Facebook “likes”, 54,987 Twitter followers, and 7,484,222 YouTube views.

**Improving Investigation Quality:** During FY14, the PPD improved its eyewitness identification process by instituting a policy and training employees on the Double Blind Sequential method, a recognized best practice. Through this method neither the witness nor the person presenting the photos to the witness have an idea of who the possible suspect is. Photos are presented one at a time versus in a group. The sequential presentation allows witnesses to rely on “absolute judgment” based only on their memory, rather than engaging in “relative judgment” during simultaneous photo spreads where witnesses often pick the person who most closely resembles the culprit relative to others. This method mitigates factors that can inadvertently influence an eyewitness’ identification that can lead to a wrongful conviction.



## PHILADELPHIA PRISONS SYSTEM

**Mission:** To provide a secure correctional environment that adequately detains persons accused or convicted of illegal acts; to provide programs, services, and supervision in a safe, lawful, clean, humane environment; and to prepare incarcerated persons for reentry into society in a frame of mind that will facilitate their becoming law-abiding citizens.

**Budget Trends:** The Philadelphia Prisons System has seen a \$21.5 million increase in funding from FY08 to the FY15 Current Projection. This increase was primarily driven by the settlement of arbitration awards and increased staff overtime and outside inmate housing needs. The FY16 Proposed General

Fund budget allocates \$1.4 million more than the FY15 Current Projection, which is primarily due to the transfer of the Office of Reintegration Services from the Managing Director's Office. Other operating funds in FY16 Proposed Budget are on par with FY15 levels.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	122,731,345	133,217,293	131,914,979	133,469,579	1,554,600	1.2%
	200	93,573,004	105,797,455	105,064,622	105,351,301	286,679	0.3%
	300/400	4,507,740	4,768,000	5,240,173	4,768,744	(471,429)	-9.0%
	500	1,201,013	1,188,935	1,301,757	1,306,757	5,000	0.4%
	Total	222,013,101	244,971,683	243,521,531	244,896,381	1,374,850	0.6%
	Positions	2,131	2,268	2,310	2,325	15	0.6%
Other*	200	75,025	44,475	30,000	30,000	0	0.0%
	Total	75,025	44,475	30,000	30,000	0	0.0%
	Positions	0	0	0	0	0	0.0%
All	100	122,731,345	133,217,293	131,914,979	133,469,579	1,554,600	1.2%
	200	93,648,029	105,841,930	105,094,622	105,381,301	286,679	0.3%
	300/400	4,507,740	4,768,000	5,240,173	4,768,744	(471,429)	-9.0%
	500	1,201,013	1,188,935	1,301,757	1,306,757	5,000	0.4%
	Total	222,088,127	245,016,158	243,551,531	244,926,381	1,374,850	0.6%
	Positions	2,131	2,268	2,310	2,325	15	0.6%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** The Philadelphia Prisons System was first established in 1683. Today the Philadelphia Prison System is an Adult Local Detention Agency housing adult and juvenile, pre-trial detainees and inmates serving sentences of less than two years. All inmates are offered varying levels of rehabilitative and treatment services.

**Performance Trends:** Since FY08, the Philadelphia Prisons System (PPS) has significantly increased the percent of sentenced inmates who receive an opportunity to participate in a vocational, training, educational, and/or treatments program during confinement from 57% to 73.8% by FY14. This percentage is consistent with past year indicators

which have hovered around 70% to 75%. Year to date, 77.5% of inmates are participating in programs, a 5.9% increase over the same time period in FY14. PPS has continued to process 100% of newly admitted inmates within 24 hours of admission and aims to maintain this performance in FY15 and FY16. There is a significant lag in reporting on the re-incarceration data. The one-



year FY14 rate is the percentage of inmates released in FY13 who returned to prison within one year of release. The three year re-incarceration rate for FY13 reflects the outcomes on inmates released in FY10.

One year re-incarceration rates have improved slightly since FY13 but remains around 40%, the same rate as experienced in FY08.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Sentenced inmates participating in an educational or treatment program	57.0%	73.0%	73.8%	1.1%	73.2%	77.5%	5.9%	80.0%	80.0%
Percent of newly admitted inmates that are processed and housed within 24 hours of admission	100.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%
Re-incarceration Rate - 1 year**	40.1%	41.6%	40.3%	-3.1%	39.8%	40.3%	1.3%	40.0%	40.0%
Re-incarceration Rate - 2 year**	52.7%	51.6%	50.5%	-2.2%	50.5%	N/A	N/A	52.0%	52.0%
Re-incarceration Rate - 3 year**	58.5%	58.1%	N/A	N/A	N/A	N/A	N/A	58.0%	58.0%

### Accomplishments & Initiatives

#### Inmate Enrichment Programming Participation:

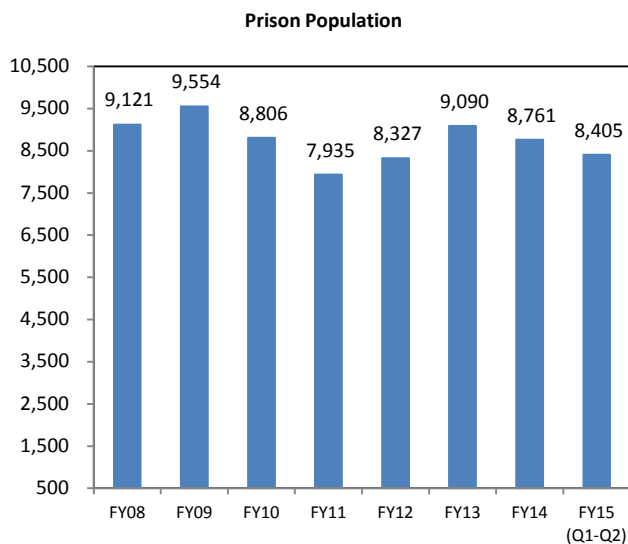
Efforts to reduce recidivism rates have continued to remain an important PPS initiative. Addressing the causes of recidivism such as poverty, unemployment, and addiction can begin while in custody through educational and social programming. Those with convictions are often ill-prepared to re-enter the community without engaging in pro-social rehabilitative activities. In FY08, participation in the therapeutic, job, educational, or vocational programs was below 60%. Facility Wardens set an 80% participation goal and incorporated new and expanded programming into their operational schedules. Since FY12, the participation level has consistently exceeded 70% and efforts continue to reach and exceed the goal of 80%.

**Modernizing Systems and Equipment:** In 2004, PPS partnered with the Department of Public Health and the Office of Innovation and Technology on a long-term project to create a standardized electronic inmate health record that was suitable for use by service providers in PPS and at the City Health Centers. The system was deployed in PPS starting with the electronic conversion of female inmate records in FY13 and was expanded to include male inmates in FY14. The new system allows prison facilities to access

records when inmates are transferred between facilities and interfaces with pharmacy, laboratories and other providers to improve the quality of care. In addition, physical and behavioral health records are now consolidated for more comprehensive evaluation. Over 500 users have been trained to operate the system. Paper records will be retained for two years after inmates are released but will gradually be eliminated by attrition.

Additionally, PPS replaced its two-way radio system as a part of the interoperability upgrades to Public Safety communications systems. The upgrade began in FY10 with the installation of new antennas. Upon completion in FY14, 600 handheld units, 13 desktop console transceivers and over 30 vehicle digital radio units were deployed system wide. The new system affords each of six jails, and the Prisons Transportation Unit, tactical, maintenance, and command staff the ability to monitor and transmit communications within a talk group and without interference from other units. The upgrade has reduced emergency response times and provides Correctional Officers deployed anywhere in the city with a radio link to a facility center control. This project cost a total of \$720,000.

**Prison Census:** As the City's plans to reduce crime have intensified; the population in custody remained above the lowest level in FY11. As shown in the following chart, the average daily population in the PPS stood at 8,327 in FY13, rose to 9,090 and was 8,405 for the first half of FY15. The census increase resulted primarily from an initiative to reduce the number of defendants failing to appear in court—a problem that had plagued the courts for years—by increasing bail amounts and giving defendants contempt of court sentences. In addition defendants charged with firearms offenses, violent crimes and repeat offenses have been issued higher bails, increasing the pre-trial population who remained custody. In FY14, the percentage of pre-trial defendants rose from 70% to nearly 80% of those in custody. The number of adult men, and women and the number of juveniles charged and held for trial as adults has declined. After reaching a high of over 150 juvenile inmates in custody in calendar year 2009, the number of juvenile inmates in PPS custody averaged 41 for FY14 and averages 39 as of the second quarter of FY15, primarily due to reduction in crime. The city has experienced a significant reduction in violent crime and homicides over the past few years; if crime continues to drop there should be a resulting decline in the census.



**Video Technology:** Shortly after the City's Criminal Justice Advisory Board was established in 2008, the First Judicial District and PPS sought ways to reduce

the inmate population. PPS began using video hearings to process offenders with probation/parole violations as a way to expedite probation cases. The PPS equipped the Curran Fromhold Correctional Facility and four courtrooms at the Stout Justice Center with video equipment in FY11 so that hearings could be conducted without the need for the transportation of inmates to the courthouse by the Sheriff's Office and multiple cases could be heard at a single hearing. Due to the success of this option, video hearings are now used for other types of cases such as traffic offenses and extradition cases and video stations were deployed in all five PPS facilities that house pretrial inmates.

As the benefits of video hearings were realized, the First Judicial District instituted a feature for inmates' attorneys to conduct video interviews. This initiative allowed attorneys to prepare for court and discuss pleas with their clients from the Stout Center without a trip to the prison, reducing the need to continue many cases. The Montgomery County Courts have also joined the video hearing system and Summary Trial and Grand Jury appearances were added as well. In FY15, to support the family reunification goals set forth by the Department of Human Services (DHS), family conferences were added to the video program. DHS caseworkers, family members and judges can directly meet with inmates whose children are under DHS supervision. As the number of scheduled video events continued to grow, in FY15, PPS installed one additional video unit in each of the five PPS sites. During January 2014, 198 video appearances occurred, and by December of 2014 the number increased to 520. The units are also now equipped with signature pads so inmates can electronically sign court documents.

**Incorporation of Re-Integration Services:** A Home Rule Charter change, which was approved by voters in the 2014 general election established the Philadelphia Prisons System as its own department, and placed the Office of Reintegration Services (RISE) as a division within PPS, a transfer from the Managing Director's

Office. RISE will continue to work to reduce recidivism by:

- Using the COMPASS<sup>39</sup> benefits screening system to enroll eligible PPS inmates in medical assistance upon their release. Training for RISE case managers and Prisons Social Work Managers is underway and a medical assistance application pilot project is slated to commence in the spring of 2015. This effort will reduce the time required to place persons in drug treatment, allow the mentally ill more immediate access to services and make medications available sooner.
- Serve the Seriously Mentally Ill by providing pre-release case management/administrative support to 105 current sentenced inmates. The objective is to provide qualifying clients with medical coverage and behavioral health services.
- Serve 110 high risk inmates who reside in the 22<sup>nd</sup> Police District by providing transitional housing for up to twelve months for 40 participants and through a third party employment contract that will place 75 clients in full time employment. Additionally, participants who require literacy training will be provided with self-paced academic support. This initiative is funded through the Second Chance Act Demonstration Grant for \$750,000, which the department received in October 2014. The City matched 100% of the grant for a total of \$1.5 million in funding.

More information on RISE initiatives led by the Managing Director's Office can be found on the Managing Director Office's public safety section starting on page 75.

**Workforce Maintenance:** As a result of the prison census increase, vacancies, particularly at the Correctional Officer rank, created the need for increased overtime funding. To fill the vacancies, PPS hired over 250 Correctional Officers in FY13, and new classes are held every twelve weeks to meet attrition.

<sup>39</sup> [COMPASS](https://www.compass.state.pa.us/compass.web/cmhom.aspx), offered through the Commonwealth of Pennsylvania, is a website that allows individuals and community based organizations access to screen for, apply for and renew a broad range of social programs including health care coverage. (<https://www.compass.state.pa.us/compass.web/cmhom.aspx>)

The hiring program will reduce overtime costs and will have a significant effect on reducing mandatory overtime which positively impacts staff morale. Should there be a substantial decline in the census; the hiring schedule will be moderated to contain personnel costs. During FY14, 144 correctional officers were appointed to offset the attrition rate. Senior staff vacancies, including Deputy Commissioners, Wardens, Deputy Wardens and the Contract Administrator, are being filled sixty days before the retirement of the incumbent.

In addition, PPS is managing retirements of critical staff. Vacancies from the Deferred Retirement Option Plan will result in openings for the Prisons Contracts Manager as well as two Deputy Commissioners before late 2015. Qualified staff at the Warden, Deputy Warden and Program Administrator levels can fill this void. Over the last two years, a majority of supervisors at the rank of Captain and above have earned professional certifications commensurate with their positions by the American Correctional Association. However many of their subordinates, who are first line supervisors, do not have extensive managerial experience. In order to improve their skills and opportunities to advance, managerial training classes will be offered for employees at the rank of Sergeant and Lieutenant beginning later this year.

**Resource Centers:** Computer equipped resource centers are in place in each of the PPS major facilities. Additionally, through a newly introduced tablet education pilot, the Internet will enable PPS staff to deliver program information and educational opportunities to inmates at any location while in custody. The total cost of the project is \$30,000, all of which has been funded through FastFWD. Resource Centers will have one specially trained officer each.

**Restricted Internet Access for Inmate Programs:** Working with the Office of Innovation and Technology and the Risk Management Division, PPS will implement secure limited inmate Internet access within our facilities during FY15. The inmate education network will be enhanced to enable job searches,

educational training, GED testing and other available services via the Internet. The total cost of this project is \$55,000 annually.

**Jail Management System Upgrade:** PPS will work with the Office of Innovation and Technology and a consultant group to release a request for proposal by the end of FY15 to replace the Inmate Jail Management System, which is over twenty years old and does not have analytical capabilities. Vendor selection will follow in FY16.

**Land Acquisition:** In FY16, reprogrammed State funding in the amount of \$3.7 million along with \$1.2 million of city funding was budgeted for land acquisition in the Capital budget. This funding combined with FY14 funding (\$2.4 million) will be to purchase land and eventually construct a new prison to replace the House of Corrections.

**Prison System Renovations:** The FY16 Capital budget recommends \$2.9 million to fund security system improvements, infrastructure and other renovations at PPS facilities.

---

**GOAL 2: THE EDUCATION AND HEALTH OF PHILADELPHIANS IMPROVES**

---

The Mayor's second goal focuses on two main outcomes:

- To improve educational results and opportunities for Philadelphians;
- To advance the health and wellbeing of Philadelphians.

The Administration has taken a number of steps to invest in the health and education of Philadelphia's current and next generation, but more work remains.

The City has increased local funding for education by over \$360 million since the Mayor's first budget in FY09 to generate additional, recurring revenues for the District during recent budget crises. The Administration proposes to provide another \$105 million in recurring revenues by increasing the property tax rate to 1.4651% in FY16. The District's Five Year Financial Plan indicates that the significant funding increases sought by the District will be used to close anticipated budget gaps from FY16 to FY19 (due primarily to slow natural growth of revenues and increases in mandated expenditures for pensions and charter schools) and provide critical investments in educational programming, resources, and personnel.

Together, the Administration and City Council have implemented legislation that contributed more to the District in terms of total dollar increases than in any similar period over the past 30 years. These increased dollars have come from new and increased taxes, including a \$2.00 per pack tax on cigarettes, property and use and occupancy tax increases, the permanent extension of the additional 1% sales tax, parking rates and fines increases, and increased City contributions. While the City has made significant efforts to increase funding to schools and proposes to make additional contributions, truly adequate funding is not possible without establishing a full and fair statewide funding formula for basic education.

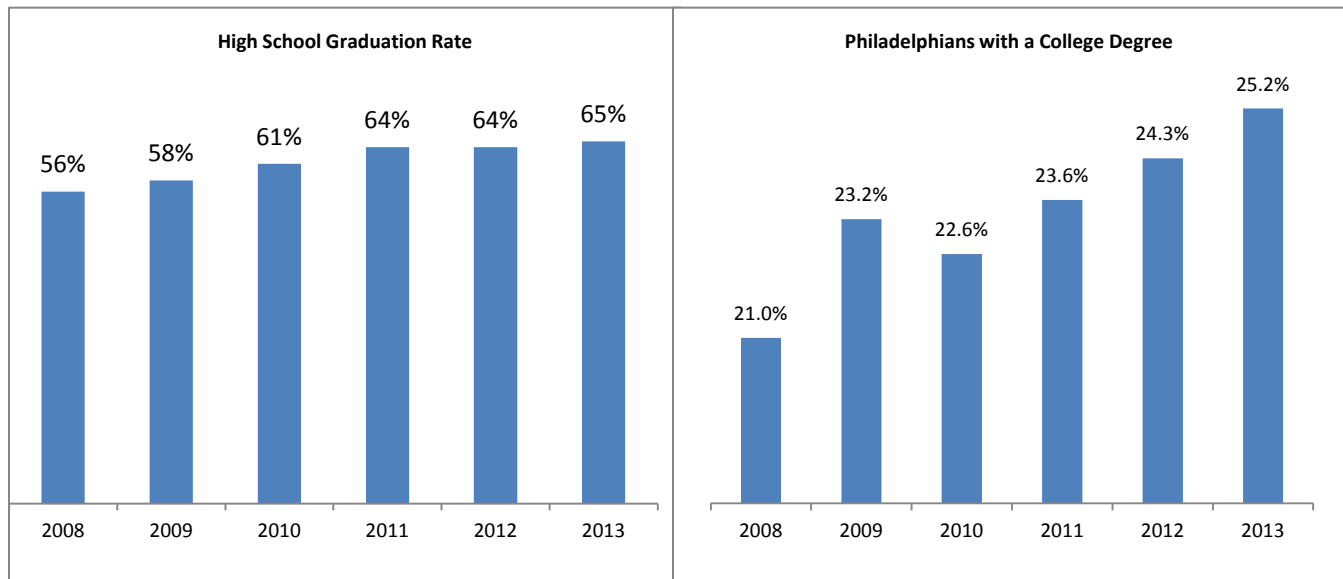
As of 2013 (the latest full year information), only 25.2% of Philadelphians over the age of 25 have a Bachelor's degree or higher compared to 28.7% in Pennsylvania and the national average of 29.6%.<sup>40</sup> Philadelphia ranked 100<sup>th</sup> out of 189 metro areas, dropping from 82<sup>nd</sup> in the prior year, in the 2014 Gallup-Healthways Well-Being Index which measures individual perceptions of health and wellbeing.<sup>41</sup> In efforts to improve these metrics, the City has invested resources to improve the overall education and health of Philadelphians.

Mayor Nutter established an aggressive set of targets to improve these education and health outcomes by the end of his term, and these efforts are showing positive results. Education outcomes are measured by the 4-year high school graduation rate and the percent of residents over the age of 25 with a Bachelor's degree or higher. The 4-year high school graduation rate has steadily increased since 2008. In 2014, the 4-year high school graduation rate was 65%, 14% higher than the graduation rate of 57% in 2008.

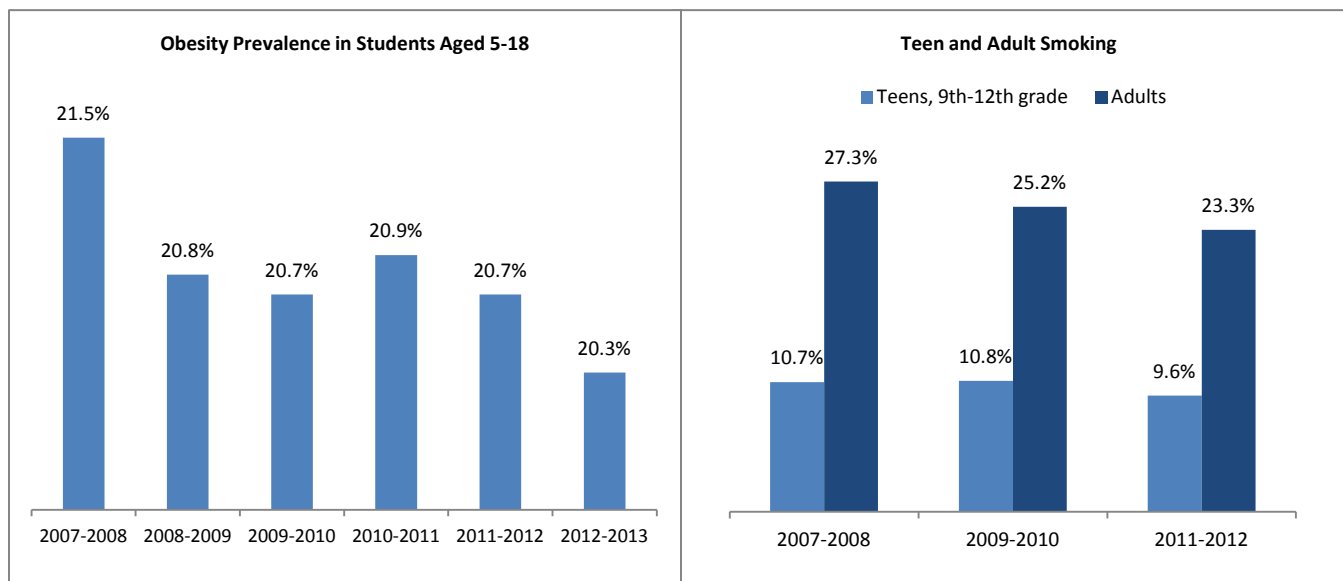
---

<sup>40</sup> American Community Survey, 1-Year Estimates, 2013; U.S. Census Bureau

<sup>41</sup> Gallup Healthways Well-Being Index, <http://www.well-beingindex.com/>



Significant progress has been made towards a healthier Philadelphia. The City's key health outcome measures are obesity rates among students aged 5-18 and smoking rates among youth and adults. The overall obesity rate among Philadelphia school children dropped from 21.5% to 20.3% between the 2007-08 and 2012-13 school years<sup>42</sup>.



The Teen smoking rate has also declined since the 2007-08 school year from 10.7% to 9.6% in the 2011-2012 school year, a 10.3% decline<sup>43</sup>. Adult smoking has decreased more significantly, decreasing from 27.3% during the 2007-08 school year to a low of 23.3% in the 2011-12 school year (14.7% decline).

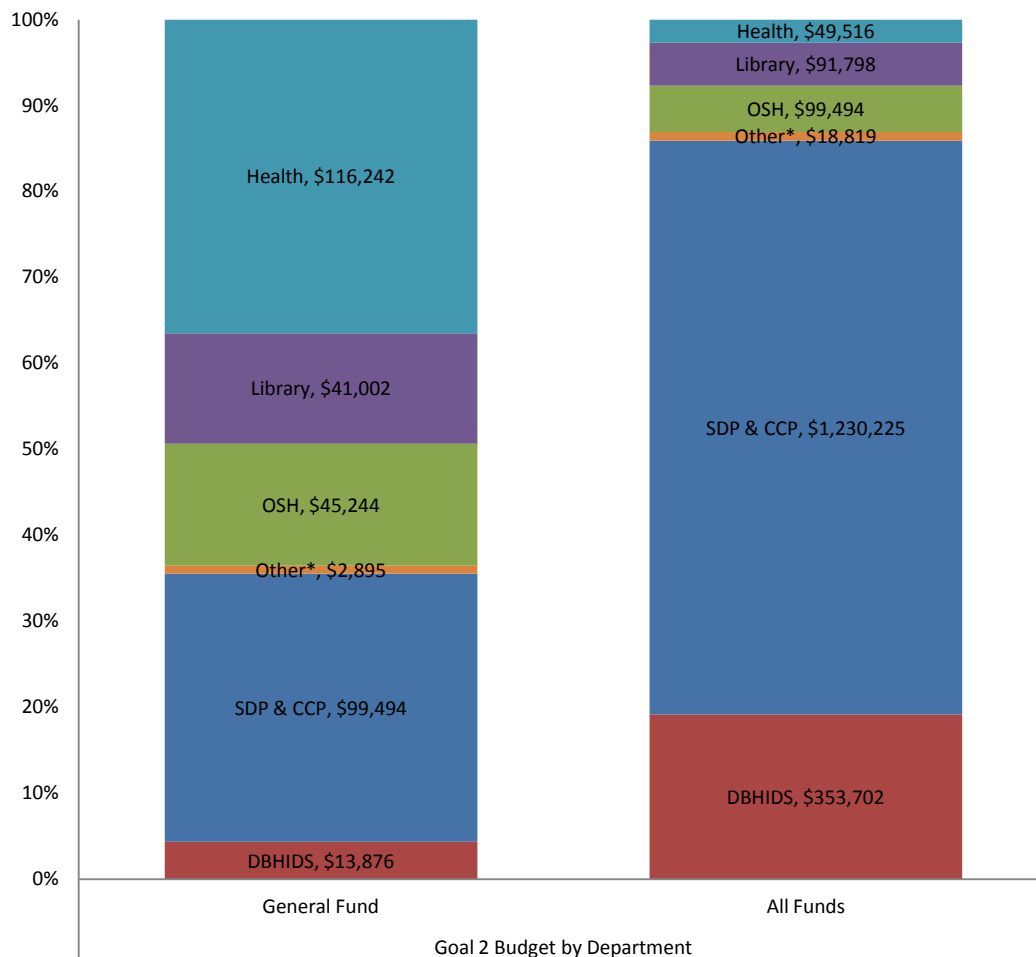
<sup>42</sup> Data provided by the Philadelphia School District.

<sup>43</sup> Public Health Management Corporation Household Health Survey, May 2013

### Budget Trends: Operating Budget

As shown in the following chart, Goal 2 spending on education and health comprises roughly 8% (\$319 million) of the City's general fund budget and 22% (\$1.8 billion) of the City's total operating funds. The departments and agencies that are primarily focused on achieving the outcomes under this goal are the Department of Behavioral Health/Intellectual disAbility (66.7% of total Goal 2 spending in all funds), the Department of Public Health (19.2%), the Office of Supportive Housing (5.0%), contributions to the School District of Philadelphia and the Community College of Philadelphia (5.4%), the Free Library (2.7%), the Human Relations Commission (<1%), the Mayor's Office of Community Empowerment & Opportunity (<1%), and the Youth Commission (<1%). As of the FY15 Current Projection, the funding for Goal 2 for all funds has decreased by 4% and will increase by 7.3% in FY16 year over year.

**FY16 Proposed Goal 2 Spending (\$ Thousand)**



\* Other departments include the Human Relations Commission, the Mayor's Office of Community Services, and

Department	Fund	FY08 Actual	FY15 Current Projection	FY15-FY08 Change	FY16 Proposed Budget	FY16-FY15 Change
Free Library	General	40,458,971	40,198,080	-0.6%	41,001,988	2.0%
	Other*	13,962,896	7,937,368	-43.2%	8,514,044	7.3%
	Total	54,421,866	48,135,448	-11.6%	49,516,032	2.9%
Human Relations Commission	General	2,121,592	2,116,623	-0.2%	2,147,096	1.4%
	Other*	0	0	0.0%	0	0.0%
	Total	2,121,592	2,116,623	-0.2%	2,147,096	1.4%
Mayor's Office of Community Empowerment & Opportunity**	General	3,540,164	605,000	-82.9%	605,000	0.0%
	Other*	6,257,676	12,739,511	103.6%	15,924,390	25.0%
	Total	9,797,839	13,344,511	36.2%	16,529,390	23.9%
DBHIDS	General	14,136,399	13,967,356	-1.2%	13,875,576	-0.7%
	Other*	1,352,743,694	1,104,299,346	-18.4%	1,216,349,914	10.1%
	Total	1,366,880,094	1,118,266,702	-18.2%	1,230,225,490	10.0%
Office of Supportive Housing	General	40,544,073	45,226,928	11.6%	45,244,382	0.0%
	Other*	29,930,902	46,524,247	55.4%	46,554,054	0.1%
	Total	70,474,976	91,751,175	30.2%	91,798,436	0.1%
Public Health	General Fund	112,695,423	116,211,670	3.1%	116,242,446	0.0%
	All Other Funds	80,866,791	236,275,547	192.2%	237,459,097	0.5%
	Total	193,562,214	352,487,217	82.1%	353,701,543	0.3%
School District & Community College Contribution	General	61,467,924	96,019,507	56.2%	99,493,880	3.6%
	Other*	0	0	0.0%	0	0.0%
	Total	61,467,924	96,019,507	56.2%	99,493,880	3.6%
Youth Commission	General	0	142,296	N/A	142,740	0.3%
	Other*	0	0	0.0%	0	0.0%
	Total	0	142,296	N/A	142,740	0.3%
<b>Goal 2 Departments</b>	<b>General</b>	<b>237,964,546</b>	<b>245,377,160</b>	<b>3.1%</b>	<b>249,568,435</b>	<b>1.7%</b>
	<b>Other*</b>	<b>1,483,761,958</b>	<b>1,407,776,019</b>	<b>-5.1%</b>	<b>1,524,801,499</b>	<b>8.3%</b>
	<b>Total</b>	<b>1,721,726,505</b>	<b>1,653,153,179</b>	<b>-4.0%</b>	<b>1,774,369,934</b>	<b>7.3%</b>

\* Other Funds includes County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

\*\* Since FY08, the Mayor's Office of Community Empowerment and Opportunity has undergone restructuring including a budget funded primarily through grants. More information on these changes can be found on page 107.

### Budget Trends: Capital Budget

Capital investment in Goal 2-related departments consists of the Free Library, the Department of Public Health, and the Office of Supportive Housing. The total FY16 Capital budget allocates \$5.0 million in City funding consisting of General Obligation bonds and prefinanced loans for capital improvements to these departments and \$21.6 million over the six year capital program. The Free Library's allocation is budgeted to decrease 67.3% (\$3 million). The last \$1.5 million of the \$4.5 million City commitment for library improvements is also budgeted this year. Overall, the Library's budget will slightly increase throughout the program which will fund improvements to the library facilities. The Department of Public Health's allocation is budgeted to increase by over 200% (\$1.6 million) due to additional funding needed for the new Health Center 2 project. The Office of Supportive Housing is receiving \$1.0 million in new capital funding for FY16 compared to \$1.5 million in FY15. OSH received a higher capital budget in FY15 since they did not request City funds in FY14.



Department	Source of funding*	FY08 Budget \$ Thousand	FY08-FY13 Budget \$ Thousand	FY15 Budget \$ Thousand	FY15-FY20 Budget \$ Thousand	FY16 Proposed Budget \$ Thousand	FY16-FY21 Proposed Budget \$ Thousand	FY16-FY15 change** \$ Thousand
Free Library	City funding	9,799	14,299	4,582	10,182	1,500	9,380	(3,082)
	Total	13,247	17,747	18,526	26,126	19,014	26,894	488
Health	City funding	585	3,585	785	4,935	2,450	7,250	1,665
	Total	15,197	32,697	29,275	47,825	31,040	46,090	1,765
Office of Supportive Housing	City funding	625	4,125	1,570	4,677	1,000	4,970	(570)
	Total	2,698	6,198	4,532	7,639	4,658	8,628	126
<b>Goal 2 Departments</b>	<b>City funding Total</b>	<b>11,009</b>	<b>22,009</b>	<b>6,937</b>	<b>19,794</b>	<b>4,950</b>	<b>21,600</b>	<b>(1,987)</b>
	<b>Total</b>	<b>31,142</b>	<b>56,642</b>	<b>52,333</b>	<b>81,590</b>	<b>54,712</b>	<b>81,612</b>	<b>2,379</b>

\* City funding consists of General Obligation bonds, prefinanced funds, and new PICA funds. Total funding includes various funding sources such as new General Obligation bonds; prefinanced funds; PICA funds; federal, state and private funds; carryforward funds; other government funds; City self-sustaining funds; and other City sources.

\*\* Change in total capital funds could reflect a change in spending of carryforward from all sources as well as a change in receipt of new funding from all sources.

## OFFICE OF BEHAVIORAL HEALTH AND INTELLECTUAL DISABILITY SERVICES

**Mission:** The Department of Behavioral Health and Intellectual disAbility Services supports a vision of recovery, resilience, and self-determination. The Department of Behavioral Health and Intellectual disAbility Services continues to shift to a model of care directed by the person in recovery. In this model, professional treatment is one aspect among many that supports people in managing their own conditions while building their own recovery resources. This recovery process should be viewed as a lifetime journey.

**Budget Trends:** Ninety-nine percent (99%) of the Department of Behavioral Health and Intellectual disAbility Services (DBHIDS) funding comes from the State and Federal governments, including over \$960 million from the State to provide managed behavioral health care to 120,000 residents of the city receiving medical assistance benefits annually. Thus, the greatest challenges facing DBHIDS involves unknowns concerning State and Federal budgets. In FY13, overall State program dollars were reduced by 10%. In Philadelphia, these cuts were absorbed via a 30% reduction in local mental health, outpatient treatment

services for the uninsured. General fund support for DBHIDS is used as a match to receive ten times the investment in State and Federal funds and will remain roughly on par in FY16 with the FY15 Current Projection. The FY16 budget appropriates an additional \$112 million to DBHIDS primarily through the Health-Choices Behavioral Health Revenue Fund in order to plan for potential changes in the per person allocations received. The FY16 General Fund allocation to DBHIDS is roughly on par with FY15 funding levels and the overall FY16 Proposed Operating budget for DBHIDS is 10% higher year over year.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	2,018,861	974,425	991,846	1,000,066	8,220	0.8%
	200	12,117,538	12,693,482	12,975,510	12,875,510	(100,000)	-0.8%
	Total	14,136,399	13,667,907	13,967,356	13,875,576	(91,780)	-0.7%
	Positions	28	15	16	16	0	0.0%
Other*	100	21,463,369	918,370,517	22,243,030	23,142,889	899,859	4.0%
	200	1,329,095,391	206,861,523	1,080,027,573	1,191,223,587	111,196,014	10.3%
	300/400	360,653	277,721	457,190	407,190	(50,000)	-10.9%
	800	1,824,281	1,760,706	1,571,553	1,576,248	4,695	0.3%
	Total	1,352,743,694	1,127,270,468	1,104,299,346	1,216,349,914	112,050,568	10.1%
	Positions	234	224	249	249	0	0.0%
All	100	23,482,231	919,344,942	23,234,876	24,142,955	908,079	3.9%
	200	1,341,212,929	219,555,006	1,093,003,083	1,204,099,097	111,096,014	10.2%
	300/400	360,653	277,721	457,190	407,190	(50,000)	-10.9%
	800	1,824,281	1,760,706	1,571,553	1,576,248	4,695	0.3%
	Total	1,366,880,094	1,140,938,375	1,118,266,702	1,230,225,490	111,958,788	10.0%
	Positions	262	239	265	265	0	0.0%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** DBHIDS provides comprehensive behavioral health and intellectual disability services through a provider network made up of four components: the Office of Addiction Services (OAS), the Office of Mental Health (OMH - Philadelphia's Medicaid managed care behavioral health program), Community Behavioral Health (CBH), and Intellectual disAbility Services (IDS). Prior to 2003, three of the four components, OMH, OAS, and IDS, were

units of the Philadelphia Department of Public Health. The fourth component, CBH, is Philadelphia's not-for-profit managed care entity. The City established CBH in 1997 to manage behavioral health care services for Philadelphia's 475,000 Medicaid recipients. The creation of CBH served as the catalyst for the development of Philadelphia's current behavioral health system. DBHIDS provides its services via a network of mental health and intellectual disability provider agencies. DBHIDS also partners with the School District of Philadelphia, child welfare systems, and judicial systems to promote recovery, resilience & self-determination for people in recovery.

**Performance Trends:** The number of unique clients served in out-patient treatment facilities decreased by 3.4% from FY13 to FY14. As of the first half of FY15, 92,655 clients have been served, a decrease of 6.2% from the same period in FY14. These recent reductions in outpatient utilization result from the expansion of other levels of care including three recently established partial hospital treatment programs. Use of out-of-state services has dropped significantly over time, from 303 individuals in FY08 to 23 individuals in FY13 and FY14. However, there are a relatively small number of people who require highly specialized services that are not available in-state and would be cost prohibitive to establish locally. Further decreases are unlikely as a result. Since 2013, as discussed in the Department of Human Services (DHS) chapter on page 57, DHS has been progressively transitioning from dependence on congregate residential arrangements (three or more individuals residing in a single dwelling) to more independent, Community Umbrella Agencies (CUAs) to manage the care of at-risk youth. DBHIDS has worked diligently with DHS to support this congregate care reduction effort by focusing on access to Medicaid-funded,

community-based, treatment programs (Functional Family Therapy and Family Based services) that are specifically designed for adolescents who are historically at risk for being placed in out of home facilities. The number of new RTF admissions was included as a new performance metric in FY14. The number of new admissions has dropped significantly since FY08 from 1,689 to 665 in FY14. Performance for this measure showed little variance from FY13 to FY14 (3.3% drop) and is on pace to meet the target of 680 new admissions in FY15. Reporting measures for inpatient psychiatric facility discharge and readmission have a reporting window of 120 days. As a result, data is not yet available for FY15. From FY13 to FY14, the percent of follow-up within 30 days of discharge from an inpatient psychiatric facility (to help connect individuals to outpatient services and reduce recidivism) decreased by 11%, and the percentage remains below the initial FY08 benchmark. DBHIDS still expects to meet its FY15 goal of 63%. The percent of readmissions within 30 days to an inpatient facility has declined from 21.4% in FY08 to 17.2% in FY14, and DBHIDS is working toward its goal further decreasing this percentage to 12% for FY15 and FY16.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Number of unique clients served in out-patient treatment facilities	46,189	77,760	75,142	-3.4%	98,810	92,655	-6.2%	70,500	70,500
Number of unique clients served in out-of-state Residential Treatment Facilities	303	23	23	0.0%	19	25	28.9%	28	28
Number of new admissions to Residential Treatment Facilities	1,689	688	665	-3.3%	352	279	-20.7%	680	680
Percent of follow-up within 30 days of discharge from an inpatient psychiatric facility	62.4%	67.2%	59.8%	-11.0%	59.1%	N/A	N/A	63.0%	63.0%
Percent of readmission within 30 days to inpatient psychiatric facility (Substance Abuse & non-Substance Abuse)	21.4%	16.2%	17.2%	6.2%	16.7%	N/A	N/A	12.0%	12.0%

## Accomplishments & Initiatives

**Recovery Transformation:** While behavioral health systems across the nation are now engaging in recovery-oriented care, DBHIDS was the trailblazer in transitioning from a system aimed at mitigating symptoms or responding to acute distress. The “Philadelphia Model” is instead designed to enable individuals to recover from mental illness or addictions via enhanced access to individualized care, including an emphasis on prevention, early intervention, recovery and treatment. This work was made possible through an unprecedented collaboration between City agencies, DBHIDS’ network of service providers, service recipients, family members, and top innovators and thinkers in the behavioral health field.

**Community Coalitions:** During 2014, DBHIDS completed a round of Community Coalition Wellness Initiatives. At a minimum, each Coalition consists of a community-based organization, a faith based organization, a primary health organization, and an outpatient licensed behavioral healthcare provider. DBHIDS recently expanded this initiative to engage Philadelphia’s most vulnerable populations including Males of Color, and Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex, Asexual or Ally (LGBTQIA) communities. The Philadelphia Refugee Mental Health Coalition connects immigrant and refugee children to culturally appropriate mental health care where approximately 30-50 individuals receive service per day. The St. Elizabeth’s Wellness Coalition affords access to both physical and behavioral health care for 122 individuals each month.

**Peer Specialists:** Since the inception of the Certified Peer Specialist (CPS) program in 2006, over 700 Peer Specialists have been trained and certified in Philadelphia. In 2013, this program achieved a training graduation rate of 87%. In FY12, DBHIDS introduced the Philadelphia Warmline, staffed by Peer Specialists, as a resource for citizens who are experiencing anxiety, depression, loss, relationship difficulties, or other life challenges. From November 1, 2013 through

November 30, 2014, Peer Specialists staffing the Warmline received 812 calls (2.2 calls per day).

Anticipated outcomes resulting from the expanded involvement of Peer Specialists include the following:

1. Educating the public regarding the recovery oriented system of care.
2. Linking increased numbers of individuals to recovery focused treatment and support resources.
3. Teaching skills that instill hope, resilience, and self-determination to individuals and communities.
4. Decreasing the overutilization of crisis and inpatient services.
5. Retooling the Certified Peer Specialist program to increase work readiness, job retention and workforce development outcomes.

The infusion of Peer Specialists into multiple levels of care across the local, behavioral health service network has served as a cornerstone for system transformation. Peer Specialists have lived with mental health and substance use, and are able to model and inspire recovery in current service recipients. With over 700 trained and certified Peer Specialists, DBHIDS boasts one of the nation’s largest peer-supported service networks in the country. These personnel provide essential contributions that help to shape DBHIDS’ services, programs, and policies.

In FY16, DBHIDS will continue key strategies for enhancing Peer Support services include increasing peer staff opportunities across the provider network and extending peer supports to a range of specialized populations (forensic, youth, veterans, LGBTQIA communities, etc.). Consistent with these efforts, DBHIDS is restructuring the Certified Peer Specialist training to promote better employment outcomes for these individuals and provide enhanced, ongoing support of peer staff.

**Homelessness:** The DBHIDS' system transformation initiative, which celebrates its 10-year anniversary in 2015, included the introduction of best practices and evidence-based, data-driven strategies to better serve people who are homeless. Partnerships with the Office of Supportive Housing, Philadelphia Housing Authority and other organizations have greatly expanded housing and supports, including Medical Assistance (MA) funded services, for this highly vulnerable population. More than 1,100 homeless singles and 1,200 homeless families have benefited to date. This work has garnered praise as a national model and prompted visits from across the country.

**Intellectual disAbility Employment:** Efforts to increase employment for individuals with intellectual disabilities will include the following:

1. Working with schools to support transition planning that includes connections to employment and to plan for transitions at earlier ages.
2. Meeting with families to discuss issues related to employment.
3. Use of a peer support model to encourage families to pursue employment and employment supports.
4. Work with parents to help identify employment resources in their communities for their family member.
5. Continued involvement in the Commonwealth's 'Futures Planning,' to promote employment strategies that Counties can implement.

**Partnership with the School District of Philadelphia:** DBHIDS continues its longstanding, strong partnership with the School District of Philadelphia to make schools safer and healthier learning environments. The City's investment in school-based, behavioral health services is unparalleled across the nation and is specifically designed to support at-risk students before they need help. These efforts include School Therapeutic Services where clinicians are deployed to provide mental health supports for students, guided by treatment plans developed in collaboration with teachers, students, parents, and other care givers. In

the past academic school year 2013-2014, more than 37,000 students received drug and alcohol prevention services. Addiction prevention services are expected to reach 38,000 students in FY15 and 39,000 students in FY16. The goal for other school-based, behavioral health services is to maintain existing levels of support and endeavor to address emerging needs as they become evident. Efforts are currently underway to apply for a Federal System of Care grant to expand the provision of behavioral health services to children, youth and families.

**Trauma Informed Service:** DBHIDS utilizes a trauma informed public health approach to addressing community behavioral health needs. A trauma informed approach incorporates knowledge about the impacts of trauma into services and systems to facilitate healing. Over the last year, DBHIDS has provided trainings to promote recovery and resilience using evidenced based and trauma informed practices. Trauma informed training was provided to the Attorney General's Office and over 200 City employees including personnel in the Mayor's Re Entry Reintegration Services for Ex-Offenders, case managers, and Criminal Justice Center Judicial Court staff. Additionally, Prolonged Exposure Trauma Training, to treat Post Traumatic Stress Disorder, was provided for ten addiction treatment agencies serving parenting and non-parenting women. Anticipated outcomes include the following:

1. Increased understanding of trauma impacts and outcomes across the provider network.
2. Increasing public awareness of trauma impacts and treatment resources.
3. Develop expanded opportunities for trauma training collaboration involving faith-based organizations, LGBTQIA groups, and a wide range of other community stakeholders.

Strategies for building system capacity for Trauma informed care will include efforts to expand the availability of trauma-focused, evidence-based training, screening for trauma exposure, and treatment of conditions including Post Traumatic Stress Disorder.

## FREE LIBRARY

**Mission:** To advance literacy, guide learning, and inspire curiosity.

**Budget Trends:** The Free Library's FY15 General Fund Current Projection is roughly on par with FY08 funding levels. In FY15, the Free Library received \$2.5 million in funding to provide 6-day service at all neighborhood branches and to increase the materials budget. This investment in the Library system provided the funding to allow branches to go to 6-day service. In the FY16 Proposed General Fund Budget, the Free Library is

budgeted to receive an additional \$1 million for the Read by 4<sup>th</sup> initiative, described in further detail below. Programs and services will be expanded with the proposed FY16 funding. The branches will be operating at 45 hours per week, a substantial increase from 37 in FY08 and will close at 6 PM, one hour later than FY08's 5 PM.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	34,683,010	30,801,445	35,443,344	35,777,252	333,908	0.9%
	200	1,844,502	2,716,996	2,752,077	2,922,077	170,000	6.2%
	300/400	3,931,459	2,031,862	2,002,659	2,302,659	300,000	15.0%
	Total	40,458,971	35,550,303	40,198,080	41,001,988	803,908	2.0%
	Positions	713	609	648	697	49	7.6%
Other*	100	3,458,180	1,346,239	1,125,717	1,226,084	100,367	8.9%
	200	4,372,263	3,819,236	3,655,600	3,921,223	265,623	7.3%
	300/400	6,132,453	3,040,322	3,156,051	3,366,737	210,686	6.7%
	Total	13,962,896	8,205,798	7,937,368	8,514,044	576,676	7.3%
	Positions	66	20	27	27	0	0.0%
All	100	38,141,190	32,147,684	36,569,061	37,003,336	434,275	1.2%
	200	6,216,765	6,536,232	6,407,677	6,843,300	435,623	6.8%
	300/400	10,063,911	5,072,184	5,158,710	5,669,396	510,686	9.9%
	Total	54,421,866	43,756,100	48,135,448	49,516,032	1,380,584	2.9%
	Positions	779	629	675	724	49	7.3%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** With the Central Library and 56 branches citywide, including three larger regional libraries and the Library for the Blind and Physically Handicapped, the Free Library serves as a resource to thousands of Philadelphia residents.

**Performance Trends:** The circulation of library books and other materials has rebounded modestly (2.9%) in the first two quarters of FY15 after the State transferred the circulation of audio tapes from the Library for the Blind and Physically Handicapped to Pittsburgh in FY14. Visits to the Library are down 1.9% in the first half of FY15 compared to the same period in FY14, reflecting the closure of South Philadelphia branch due to renovations, along with a decrease in

after school programming. The Free Library's virtual visits via the Free Library website and computer usage (within the Free Library) both continued to rise during FY14 and have increased 36.7% year over year.

In response to the needs and interests of the citizens of Philadelphia, the Free Library expanded hours of service to six days a week, Monday through Saturday, at 10 branches in February 2013 and offered six days

service at branches in February 2015. As a result of these expanded hours, there are more library hours of service in February 2015 than in 2008. The library is currently open for 46 hours per week. The increase in open hours, 4.2% from FY13 to FY14 and 7.4% year over year, is due to the ability to hire more Seasonal Library Assistant's and Library Facility Guards. Computer use at the Free Library has increased slightly from FY13 (0.4%) and year over year (1.9%). Looking

forward to FY16, the Library expects a decrease in circulation, visits, hours open and computer use, mainly attributed to the closure of four branch libraries (Lillian Marrero, Lovett, Logan and Tacony) closing for at least six months and one branch (South Philadelphia) for four months due to the 21<sup>st</sup> Century Libraries Initiative to renovate these libraries (discussed further below).

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Circulation of library materials	7,037,694	6,579,053	6,502,087	-1.2%	3,326,677	3,423,590	2.9%	6,890,000	6,750,000
Visits	6,648,998	5,851,459	5,663,944	-3.2%	2,974,156	2,917,383	-1.9%	5,850,000	5,354,000
Virtual visits via FLP website	4,912,403	7,301,311	8,194,626	12.2%	3,798,705	5,191,771	36.7%	9,200,000	9,450,000
Hours open	110,224	95,769	99,782	4.2%	50,853	54,623	7.4%	110,785	105,285
Computer use within the Free Library	1,023,577	1,391,347	1,397,116	0.4%	723,996	738,105	1.9%	1,447,116	1,441,116

### Accomplishments & Initiatives

**Expanded Services and Support for Youth:** As of July 15, 2013, through a partnership with the School District of Philadelphia, the Free Library ceased charging fines to children's materials checked out on children's cards. This change in policy will encourage children who, through no fault of their own, were previously unable to access library materials due to outstanding fines. The new policy, while not holding children financially responsible for overdue books, still requires materials to be returned before others can be checked out. This initiative was undertaken to help stem the tide of the decline in the number of children who have library cards, which has decreased from 150,000 in 2008 to just over 75,000 in 2014. The Free Library plans to ensure that every public, charter and parochial school student has a library card. As a part of this effort, the Free Library has produced over 98,000 library cards for public school students who were without cards as of April 2014. The Free Library plans to partner with Charter Schools in FY15 and with the Archdiocese of Philadelphia in FY16 so that by the end of FY16 all of the approximately 220,000 Philadelphia students in grades K-12 will have library cards.

**Read! by 4<sup>th</sup>:** In the fall of 2014, the Free Library was named the backbone organization of the Read! by 4<sup>th</sup> campaign. The campaign will work to increase the number of students who can read on grade level by 4<sup>th</sup> grade and will mobilize and focus the work of 50 public and private organizations that have agreed to make early literacy a priority. These organizations have worked together to craft a detailed strategy for Philadelphia, aimed at annually increasing the share of students reading at grade level by the time they enter 4<sup>th</sup> grade, with the ultimate goal of doubling the students prepared for 4<sup>th</sup> grade school work by 2020. Available data indicated that 54% of 3<sup>rd</sup> graders in the School District of Philadelphia were not reading on grade level in 2012. The Free Library will take the lead on this campaign by coordinating and driving the process with the partners and by using and improving already successful programming for pre-school and school-aged children.

With the inception of the Free Library's strategic plan in 2012, the Free Library began honing its work to focus on several key objectives, two of those being services for children under five and family-based



literacy. The Free Library is making concerted efforts to guide much of its customer service, outreach, and programming toward high impact and success in these focus areas. For example, the Free Library's outreach efforts will target preschool providers and families who most need extra support for family literacy. The Free Library will invite high need families to workshops for parents about preparing for kindergarten, and pre-Kindergarten providers will be invited to professional development workshops on early literacy efforts and family communication tools.



**Affordable Care Act Services:** Since the kickoff of healthcare.gov in the fall of 2013, the Free Library has been working to help enroll citizens in health insurance plans, as mandated by the Affordable Care Act. During the 2013-14 enrollment year, more than 35 staff members volunteered to become Certified Application Counselors and worked directly with consumers who needed insurance. Recognizing the importance of providing the service but wanting to offer more intensive expertise, the Free Library partnered with five expert healthcare organizations, for the 2014-15 enrollment year. Services are now being offered in twice as many libraries (21) in areas of greatest demand, connecting library customers with health insurance experts for one-on-one help.

**Clustering Libraries:** In the last two years, the Free Library has adopted and begun implementing a new strategic plan and organizational structure focused on customer experience and community engagement. One of the key components of the new structure is the reorganization of the City's libraries into clusters that

share staff and resources. Particular focus is paid to forging deep relationships with community groups, schools and daycares, civic associations, other city institutions and elected officials in order to access public input and gain a thorough understanding of the services the community needs and wants. This model also provides the opportunity to reach sectors of the public who have not traditionally been library users, such as children under 5 (and their families and school communities), job seekers, and new Americans, bringing the Free Library's range of services to a larger population. The cluster model allows the library to decentralize programming and focus on what the community determines to be specific, neighborhood-based needs. Over the next several years, each of the 54 libraries in the system will join one of eight clusters which will share staff and services and work to build stronger relationships with the community. Additionally, library services will be realigned to target specific groups, like job seekers, seniors, small businesses, and children, in communities where those services are particularly needed. It is the ongoing goal of the Free Library to meet the ever-changing, 21<sup>st</sup> century needs of its customers. The first six- library cluster, up and running since September 2013 as a pilot, is located in north Philadelphia, an area of acute need with high crime and low literacy rates. Two additional neighborhood library clusters were launched in 2014 – in the Lower Northeast and the Far Northeast - and are still finalizing areas of focus but have been primarily serving job seekers and new Americans. Additionally, the Northeast regional library focuses on serving children with autism spectrum disorder and other cognitive impairments because of demonstrated need in these communities. The final five clusters will be in place in fall 2015.

**Culinary Literacy Center:** As part of the recent renovations to the Parkway Central library, a new teaching and demonstration kitchen was built to provide culinary literacy classes for children, teens, families, and adults. Programs range from English as a Second Language classes for restaurant workers who are primarily Spanish speaking, to cooking for teens, and began in June 2014. The classes include



information on nutritional and healthy lifestyle food preparation, demonstrations and workshops with regional and national chefs. In just the last eight months, the Free Library has formed partnerships with more than 15 organizations, including the Philadelphia Horticultural Society, the Garces Foundation, Careers through Culinary Arts Program (C-Cap), and the Center for Literacy, among others, to provide more than 75 programs to more than 1,100 people.

**Innovative Approaches to Learning in Partnership:** In FY16, the Free Library and the School District of Philadelphia will form a collaborative partnership that will demonstrate the impact that Free Library programming and services can have on literacy skills by pairing kindergarten and first grade classes in ten schools located throughout the city with neighborhood libraries for many months of intensive programming, regular class visits to the library and librarian visits to the classroom, as well as combined professional development and family engagement efforts. The Department of Education grant supporting this work will also provide more than a \$100,000 in technology and book collections for student use.



**21<sup>st</sup> Century Libraries:** One of the most dynamic ways the Free Library can effectively reach its goals and provide excellent service to the citizens of Philadelphia is through its 21<sup>st</sup> Century Libraries Initiative, a program that aims to eventually renovate each of the 52 neighborhood libraries into state-of-the-art facilities that meet the ever-advancing technological

and literacy-based needs of the public. Each library will have a unique service focus, based on the demand, feedback, and needs of its specific community. In FY16, at least two branches, Logan and Lovett Memorial, will undergo renovations that will focus on family literacy and community engagement, respectively, and the libraries are tentatively scheduled to reopen in the spring of 2017. This project was first supported by the Mayor and City Council with a \$4.5 million increase to the Free Library's capital budget, and a major gift has also been secured from the William Penn Foundation.

**2015 Librarian of the Year:** *Library Journal* named Siobhan Reardon, the President of the Free Library, Librarian of the Year, a prestigious award in the library community. Citing work on an ambitious five-year strategic plan, the award credited her leadership during the Great Recession when funding and hours were significantly reduced. Siobhan streamlined operations and focused limited resources on identified target populations: children under five, new Americans, those with disabilities, job seekers, and entrepreneurs.

**Library Improvements:** In FY16, the City has continued its commitment to the branch library improvement program and has recommended the final \$1.5 million of its \$4.5 million dollar pledge which began in FY13 in the Capital budget. The \$4.5 million City investment brought in \$22.2 million in private funds to assist with capital improvements at the neighborhood branch libraries. The FY16-FY21 Capital Program recommends out-year funding for HVAC and infrastructure upgrades and other interior and exterior renovations such as roof replacements at library branches.

## PHILADELPHIA COMMISSION ON HUMAN RELATIONS

**Mission:** The Philadelphia Commission on Human Relations is the City agency that administers and enforces all laws prohibiting discrimination, resolves community conflicts, and promotes equality and understanding throughout Philadelphia's diverse neighborhoods.

**Budget Trends:** The Philadelphia Commission on Human Relations (PCHR)'s General Fund budget remains on par with the FY08 budget levels.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	2,070,825	1,744,635	2,068,935	2,099,408	30,473	1.5%
	200	34,224	29,500	34,657	34,657	0	0.0%
	300/400	16,542	9,515	13,031	13,031	0	0.0%
	Total	2,121,592	1,783,651	2,116,623	2,147,096	30,473	1.4%
	Positions	34	30	34	34	0	0.0%

**Description of Major Services:** PCHR's Compliance Division enforces the Philadelphia Fair Practices Ordinance, which prohibits discrimination in employment, housing, use of public accommodations, and the provision of City services. PCHR's Community Relations Division provides a variety of other services that attempt to prevent inter-group conflict and promote inter-group harmony. In addition, PCHR is responsible for receiving and reviewing applications from same-sex couples who wish to register their domestic partnership. Upon approval of their applications, same sex couples may request an optional Certificate of Life Partnership. Since 1993, PCHR has provided staff for the Philadelphia Fair Housing Commission, which addresses unfair rental practices in the city.

### Accomplishments & Initiatives

**Strengthened Nondiscrimination Laws:** The Fair Practices Ordinance, the City's nondiscrimination law that codifies Philadelphia's values of equal treatment and accessibility for all, was overhauled in 2011 to include new categories of protections such as familial status and victims of domestic violence, while strengthening existing protections for all others, including Lesbian, Gay, Bisexual and Transgender (LGBT) residents and visitors. From calendar year 2013 to calendar year 2014, PCHR made significant changes to its internal processes of handling discrimination cases to increase efficiency. Despite staff retirements, the number of discrimination cases investigated in CY14 rose by nearly 20%, increasing from 250 to 299 cases, and PCHR closed an additional 23 cases (12% increase) for a total of 218 cases closed in CY14. PCHR also

increased its fines and penalties for noncompliance. In FY16, PCHR anticipates conducting additional outreach to employers and employees on their rights and obligations under the Fair Practices Ordinance. In FY15, PCHR received \$1,000 from the federal Equal Employment Opportunity Commission (EEOC) to conduct specific outreach to immigrant populations and will attempt to secure additional funding for outreach in languages other than English.

PCHR has a work sharing contract with the EEOC under which it receives \$650 for each employment discrimination case it closes. Over the past five years, the EEOC's budget has been reduced multiple times, causing it to reduce its contract with state and local partners, like the PCHR. This past year, PCHR's

contracts with EEOC were restored to pre-2008 levels. In CY14, PCHR experienced a predictable 45% decrease in the number of same-sex/same-gender couples registering as Life Partners since same-sex marriage became legal in May 2014. From FY08 to FY14, PCHR increased its prevention and education activities for community conflict cases by 123%, with 69 additional activities. This increase may have resulted in the slight increase in Intergroup Conflict cases filed (5.4% or 2 additional cases) and the slight decrease in Neighbor Dispute cases resolved (-13.3% or 58 fewer resolutions), under the theory that the more targeted outreach PCHR conducts, the more substantial the cases will be that are filed. Also, PCHR is creating modules to train more community leaders in basic conflict resolution and mediation techniques.

#### **Established Employment Discrimination Mediation**

**Project:** In FY15, PCHR launched its new Employment Discrimination Mediation Project to help resolve employment discrimination cases more efficiently through the support of volunteer lawyers who are trained as mediators (both early and late stages of a case). Resolving cases through mediation will make case processing more efficient and may generate additional revenue through PCHR's work sharing agreement with the EEOC.

**Reduced Intergroup Conflict in Schools:** In 2011, after a year-long series of public hearings, PCHR issued a report *Widening the Circle of Our Concern: Public Perceptions of the School District of Philadelphia's Response to Intergroup Conflicts*, that included findings and recommendations for the School District of Philadelphia along with a corresponding website (*Widening the Circle*<sup>44</sup>) that remains as an ongoing resource. Since the release, PCHR has had ongoing participation in the School Reform Commission's safety and engagement subcommittee and continues to respond to individual school conflicts. PCHR's report recommendations have positively influenced policy

decisions made at the district, such as eliminating the zero tolerance policy on violence, updating the bullying and harassment policies, and instituting more conflict resolution programs in the schools.

**Removed Barriers to Employment:** PCHR's enforces and promotes the City's Fair Criminal Record Screening Standards Ordinance also known as "Ban the Box" (BTB). Enacted in 2011, the law prohibits employers from inquiring about criminal convictions on job applications through the first interview and from making personnel decisions based on arrests or criminal accusations that did not result in conviction. PCHR created collateral materials to and partnered with groups such as the Mayor's Office of Reintegration Services, known as RISE, and local ex-offender advocacy organizations groups to educate people about the law and have conducted trainings and information sessions that have reached hundreds of employers and thousands of people with criminal records. Based on increased Ban the Box outreach, PCHR experienced a 124% increase in cases (31 additional cases) from CY13 to CY14. In FY14 and FY15, PCHR expanded its outreach and training on the city's Ban the Box law to reach more employers and people with criminal records. In FY15, PCHR received a \$15,000 grant from the Fels Fund to support a media campaign to inform more people of the law, and PCHR anticipates that City Council will likely pass amendments to strengthen the Ban the Box in FY15. PCHR will attempt to obtain additional funding, beyond the initial \$15,000, to launch a robust outreach and media strategy to inform more employers and returning citizens about the law.

**Fair Housing Commission:** The PCHR also staffs the Philadelphia Fair Housing Commission (FHC) which enforces the Fair Housing Ordinance and addresses unfair rental practices and other landlord-tenant disputes when a property has been cited by the Department of Licenses and Inspections for code violations. Since 2008, the number of new cases filed with the FHC has increased by 147% from 199 to 492

<sup>44</sup> [Widening the Circle](http://www.wideningthecircle.org/) (<http://www.wideningthecircle.org/>)

cases in CY14. In order to deal with the increased volume, PCHR created new systems and procedures to streamline case management. The new systems also have resulted in increased documentation of alleged Fair Housing Ordinance violations, application of standard procedures consistently for all cases, a decrease in time from initial case docketing to final case closures and increased cooperation among City departments and agencies. PCHR's new case management also has led to a 30% decrease in the number of cases heard by the Commissioners (from 386 cases in FY13 to 289 in FY14), as the agency determines which cases need to be listed for hearings.

## MAYOR'S OFFICE OF COMMUNITY EMPOWERMENT & OPPORTUNITY

**Mission:** To align the city's efforts to lift individuals and communities out of poverty and increase opportunities for low-income individuals and families. As Philadelphia's Community Action Agency, the Mayor's Office of Community Empowerment & Opportunity is well positioned to be a catalyst and serve as the supportive infrastructure to the city's cross-sector efforts to fight poverty.

**Budget Trends:** Although the Mayor's Office of Community Empowerment & Opportunity (CEO) was created in January 2013, it assumed the budget that was formerly allocated to the Mayor's Office of Community Services. CEO's budget consists primarily of grant funding, which has doubled to \$12.7 million as of the FY15 Current Projection. In FY15, CEO was appropriated General Funds for the Reducing Hunger Initiative which was transferred from the Office of Supportive Housing as well as the ChildCare Facility

Fund which was transferred from the Office of Housing and Community Development. CEO was successful leading the City's effort to become a "Promise Zone" (described in the Accomplishments & Initiatives section below). As a result of this designation, Philadelphia will receive technical assistance from federal agencies, preference for future federal funding opportunities, and tax incentives (pending approval from Congress), that will include credits for hiring local residents.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	3,540,164	0	0	0	0	0.0%
	200	0	0	605,000	605,000	0	0.0%
	Total	3,540,164	0	605,000	605,000	0	0.0%
	Positions	22	0	0	0	0	0.0%
Other*	100	3,338,190	2,442,183	2,240,514	2,800,644	560,130	25.0%
	200	2,584,549	9,582,562	10,460,497	13,075,621	2,615,124	25.0%
	300/400	334,937	176,998	38,500	48,125	9,625	25.0%
	Total	6,257,676	12,201,744	12,739,511	15,924,390	3,184,879	25.0%
	Positions	159	33	37	37	0	0.0%
All	100	6,878,353	2,442,183	2,240,514	2,800,644	560,130	25.0%
	200	2,584,549	9,582,562	11,065,497	13,680,621	2,615,124	23.6%
	300/400	334,937	176,998	38,500	48,125	9,625	25.0%
	Total	9,797,839	12,201,744	13,344,511	16,529,390	3,184,879	23.9%
	Positions	181	33	37	37	0	0.0%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, Acute Care Hospital Assessment Fund, and Undistributed Pension Fund.

**Description of Major Services:** CEO serves nearly 35,000 Philadelphia residents through one of its four central programs: Workwise, Fatherhood Initiative, Foster Grandparents Program, and the Community Engagement Unit. Through these programs, Philadelphia residents are able to develop critical job skills and find work, older citizens are able to stay active and independent as they age, special needs children receive access to mentoring and care, and low-income families learn how to access the resources they need to care for themselves and become self-sufficient.

**Performance Trends:** CEO works with hundreds of organizations across the city to collectively address

poverty and uses a variety of performance metrics to measure progress and impact. Since the launch of

Shared Prosperity Philadelphia in July 2013, the Administration's plan to fight poverty, 19 of the original 23 targets have advanced due to collective efforts across the city. CEO's performance metrics are tracked annually and these metrics will continue to inform CEO's work and strategies in the year ahead. Among these indicators, the total employment within Philadelphia has increased by 0.6% since FY13, and the local unemployment rate improved to within 2.6% of the national rate as of August 2014. CEO increased the number of seats available to low income individuals

for literacy training by 18.3% or 704 additional seats from FY13 (3,843) to FY14 (4,457). Additionally, the number of pregnant women and parents of young children receiving early childhood resources increased 4.0% from 13,491 in FY13 to 14,032 in FY14. CEO has also increased the number of people who secured safe and affordable permanent housing by 4.1% since FY13, up to 42,694 in FY14. More information on the progress towards these and other goals can be found at the Shared Prosperity website ([www.sharedprosperityphila.org](http://www.sharedprosperityphila.org)).

### Accomplishments & Initiatives

**Launch of Shared Prosperity Philadelphia:** In July 2013, CEO released Shared Prosperity Philadelphia,<sup>45</sup> the City's plan to fight poverty. Persistent poverty is one of the biggest threats to the city's future prosperity. It costs the City tax revenue while increasing the already high demand for City services. Worst of all, poverty deprives thousands of citizens from realizing their true potential. Shared Prosperity is the first step in creating and implementing a comprehensive strategy to address poverty in Philadelphia and lays out goals in five key areas:

- Job Creation and Workforce Development – Focus job creation and workforce development efforts on adults facing the greatest barriers to employment;
- Public Benefits – Expand access to public benefits (such as food stamps and health insurance) and essential services;
- Early Childhood Learning – Ensure that children enter school prepared to learn and expand opportunities for year-round learning;
- Housing – Increase housing security and affordability, focusing on homelessness prevention;
- Economic Security – Strengthen economic security and asset building.

CEO released the Shared Prosperity 2014 Progress Report<sup>46</sup> to measure the collective impact and accomplishments across each of the five action areas outlined in the original plan. The update also lays out a roadmap of priorities for 2015 and 2016, including initiatives related to job training and financial empowerment, BenePhilly, and early learning.

**Promise Zone Designation:** In cooperation with the Mayor's Office of Grants, CEO led a successful effort to become one of only three cities to receive a federal Promise Zone designation. The Obama Administration created the Promise Zone initiative to address the challenges of deep and persistent poverty, and through this designation, Philadelphia will be able to accelerate the revitalization of this area. The target area of the Philadelphia Promise Zone is roughly two square miles in West Philadelphia – bounded by the Schuylkill River to the east, Girard Avenue to the north, 48th Street to the west and Sansom Street to the south. It includes 35,315 residents with an overall poverty rate of 50.8%, nearly double the city's rate of 26.3%. The Promise Zone designation offers preferences on federal funding and other resources for 10 years. Philadelphia will also receive technical assistance from federal agencies, and preference for future federal funding opportunities. The designation will also bring more employers and businesses to West

<sup>45</sup> [2013 Shared Prosperity Philadelphia Plan](http://sharedprosperityphila.org/wp-content/uploads/2013/07/SharedProsperityPhilaPlan-2013.pdf)  
(<http://sharedprosperityphila.org/wp-content/uploads/2013/07/SharedProsperityPhilaPlan-2013.pdf>)

<sup>46</sup> [2014 Shared Prosperity Progress Report](http://sharedprosperityphila.org/wp-content/uploads/2014/11/SharedProsperityAR-Final2.pdf)  
(<http://sharedprosperityphila.org/wp-content/uploads/2014/11/SharedProsperityAR-Final2.pdf>)



Philadelphia, through tax incentives (pending approval from Congress), that will include credits for hiring local residents. CEO raised \$30 million in resources for this area and created a collaborative with 105 participating organizations.

**Reducing Hunger in Philadelphia:** CEO also launched the Philadelphia Food Access Collaborative. The goal of the Collaborative is to improve the health and stabilize the lives of meal guests, and reduce hunger in Philadelphia. It does this by building effective, partnership-based solutions to address the challenges of reducing hunger in Philadelphia and better serving the needs of vulnerable individuals who seek emergency congregant meals by strengthening connections to key social services. The work of the Collaborative is focused on three key activities:

- Increasing the number of meals available in a safe and dignified setting until current needs are addressed;
- Improving connections to social and health services for meal guests;
- Improving the health and nutrition of meals served.

The Collaborative is comprised of a diverse group of stakeholders. They include representatives from emergency food providers, social services and behavioral health organizations, community members, City government, emergency meal guests and philanthropic organizations. In 2014, 22 new meal times were added to emergency meal providers' schedules, including 10 meals that are directly supported by funding through CEO.

**Financial Empowerment Centers:** In March 2013, CEO launched six Financial Empowerment Centers (FECs) throughout the city. These centers offer free, one-on-one financial counseling targeted towards low-income residents. By the end of 2015, CEO expects to have served 9,000 clients and help to reduce debt by \$6 million. Since March 2013, counselors at the FECs have

helped thousands reduce their debt by more than \$4.5 million, and helped 400 people save an average of \$1,400 each.

**BenePhilly:** In July 2014, CEO launched community-based sites known as BenePhilly Centers to help eligible individuals access public benefits both in-person and over the phone. The Centers have helped more than 5,000 Philadelphia residents understand their benefits and complete 4,000 applications. In FY16, CEO will expand BenePhilly efforts with the addition of two new full-time sites, the mobile benefits access unit, referral sites, and capacity to address additional benefits.

**Citywide Early Learning Plan:** CEO will also release the Citywide Early Learning Plan in April 2015 to ensure Philadelphia children enter school prepared to learn and succeed. This plan will target the approximately 108,000 children 5 years or younger and their parents, with a particular focus on the 63% of children who are at or below 200% of the poverty line. The three goals of the plan are: to build access to quality education, advance a strong birth to five system, and to engage families.

## MAYOR'S OFFICE OF EDUCATION

In 2008, Mayor Nutter established the Mayor's Office of Education (MOE) within the Mayor's Office to work on aspirational goals of increasing the high school graduation rate to 80% by 2015 and raising the rate of Philadelphia residents with a college degree to 36% by 2018 (within 10 years). Currently, the on-time high school graduation rate is 65%, up from 53% in 2007, and the percentage of residents with a 4-year college degree or higher is 25.2%, up from 18% in 2007. The MOE has built networks for communication and collaboration and identified common ground on which all stakeholders, including K-12 schools, the business community, higher education and the non-profit sector can achieve the following key outcomes: to help the School District of Philadelphia (the District) establish financial stability and increase educational outcomes, improve parent and community engagement efforts, provide all Philadelphians access to high-quality educational options and increase the number of youth who graduate from high school ready for post-secondary success. The MOE also works with K-12 schools and area higher education institutions to strengthen the educational pipeline from high school through college completion and to increase the number of Philadelphians with a college degree.

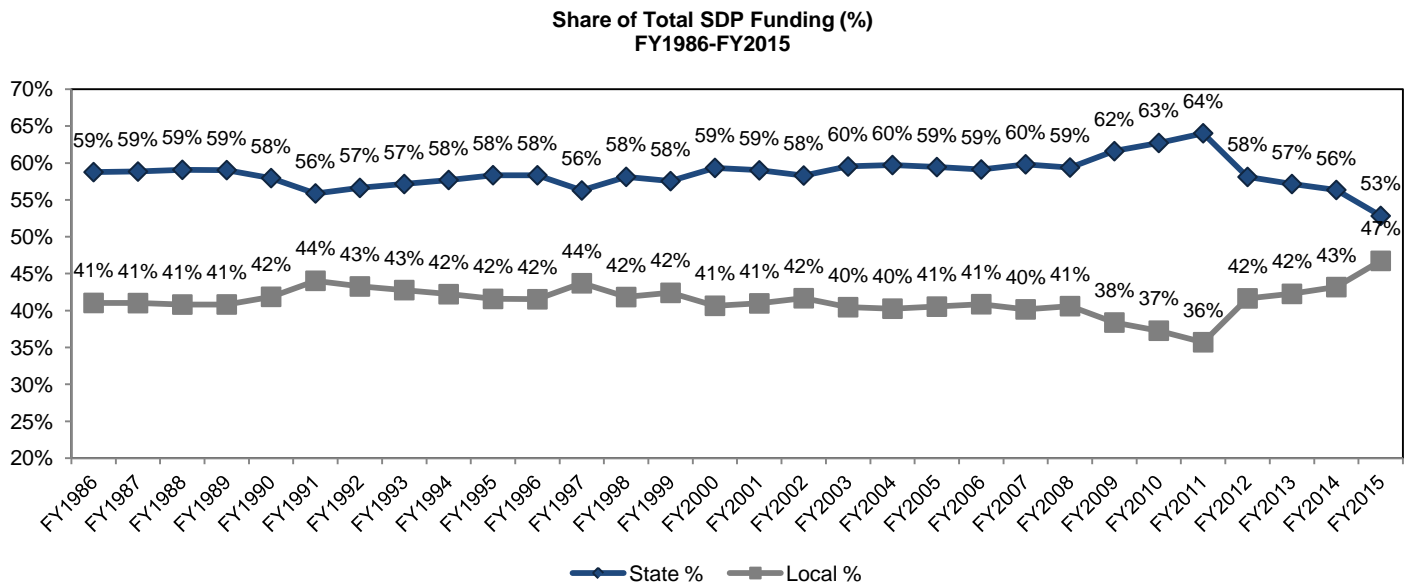
**Budget Trends:** The City has increased its annual funding to public education by more than \$360 million from FY09 – the first budget of Nutter Administration – to FY15. The Administration and City Council have implemented legislation that contributed more to the District in terms of total dollar increases than in any similar period over the past 30 years. With authorization from the State, the City extended the additional 1% sales tax and passed a \$2.00 per pack tax on cigarettes to provide new, recurring revenues

to the District. The City has also increased the District portion of the property tax (FY12), Parking Authority fines (FY12), Use and Occupancy tax (FY13), parking meter rates (FY14), and the City Contribution (FY12 and FY13, FY15, one-time through a borrowing) to generate additional, recurring revenues for the District during recent budget crises. This extraordinary amount of funding has been borne by Philadelphia taxpayers, home owners, and local businesses.

Fiscal Year	Revenue Increase	Fiscal Year Impact
2012	Property tax increase	\$60.1 million
	Parking Authority fines	\$6.2 million
	City general fund grant to District increased from \$38.6 million to \$48.9 million	\$10.3 million
2013	Use and Occupancy tax increase	\$20.1 million
	City general fund grant to District increased from \$48.9 million to \$68.9 million with revenues from a property tax increase	\$20.1 million
2014	Parking meter rate increase	\$7.5 million
	Increased collection of delinquent property taxes	\$14.7 million
	City borrowing for District (one-time)	\$27 million
	Forgiveness of Office of Property Assessment (OPA) Costs	\$2 million
2015	Sales Tax additional 1% extension	\$120 million
	Cigarette Tax of \$2.00 per pack	\$49 million
	City grant to District increased from \$69 million to \$99.1 million through a borrowing (one-time)	\$30.1 million
	Increased collection of property taxes	\$13.6 million
	Forgiveness of Office of Property Assessment (OPA) Costs	\$2 million



Since FY11, local funding has made up an increasing share of all District operating revenue, replacing revenue lost from recent cuts to State funding. As a percentage of the District's total operating revenues, local funding has increased to 47%, the highest percentage in 30 years, with a significant increase since FY11. While these increased dollars were necessary, the funding alone has not been sufficient to allow the schools provide for the safe school environments and necessary curricular and extracurricular activities for Philadelphia youth.



The table below shows the contributions made out of the General Fund to the District and the Community College of Philadelphia. In FY14, the Commonwealth of Pennsylvania contributed a one-time additional contribution of \$45 million to the District, which was disbursed as a pass through from the General Fund and included in the FY14 actual figure. Funding for the School District in FY15 was almost 87% or \$32.1 million higher than FY08's level.

	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
School District Contribution	37,000,000	114,050,100	69,110,300	69,184,673	74,373	0.1%
Community College Contribution	24,467,924	26,409,207	26,909,207	30,309,207	3,400,000	12.6%
<b>Total</b>	<b>61,467,924</b>	<b>140,459,307</b>	<b>96,019,507</b>	<b>99,493,880</b>	<b>3,474,373</b>	<b>3.6%</b>

For FY16, the District requested an additional \$309 million in recurring funding: \$103 million on a recurring basis from the City and \$206 million from the Commonwealth of Pennsylvania. As noted in the District's FY15-FY19 Five Year Financial Plan released in December 2014, the state portion of the request will increase to \$609 million by FY19 while the local portion will grow to \$304 million over the same period. This requested funding would be in addition to the revenues generated from the City's current local tax and non-tax contributions to the District.

The District's Five Year Financial Plan indicates that the requested funding will be used to close anticipated budget gaps from FY16 to FY19 (due primarily to slow natural growth of revenues and increases in mandated expenditures for pensions and charter schools) and provide critical investments in educational programming, resources, and personnel. This Five Year Plan proposes to meet the FY16 revenue request of the District through a property tax increase to generate approximately \$105 million for the District, assuming a July 1, 2015 implementation date. The total tax rate would increase from 1.34% to 1.465%, a 9.3% tax increase.

**Performance Trends:** Despite very challenging economic circumstances, the 4-year cohort high school graduation rate has increased to 65% in FY14, up from 64% in FY13 and 57% in FY08. Among those graduating within 4 to 6 years, graduation rates have improved from 60% to 70% for the cohort graduating in 2013-2014. The percentage of residents over the age of 25 with a Bachelor's degree increased from 21% in 2008 to 25.2% in 2014. While progress is being made, it takes time to realize gains in educational attainment. Based on historical trends in educational achievement, the City aims to increase the high school graduation rate to 67% in FY16 (+2%) and to improve the percentage of residents with 4-year college degrees to 26.2% by 2016 (+1%).

Performance Measure	FY08	FY13	FY14	FY14-FY13 Change	FY15 Q1	FY15 Q2	FY15-FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
4-year high school graduation rate	57.0%	64.0%	65.0%	N/A	N/A	N/A	N/A	66.0%	67.0%

Performance Measure	2008	2012	2013	2014-2013 Change	FY15 Q1	FY15 Q2	FY15-FY14 Q1-Q2 Change	2015 Goal	2016 Goal
Percent of residents over the age of 25 with a bachelor's degree or higher	21.0%	24.3%	25.2%	N/A	N/A	N/A	N/A	26.2%	27.2%

### Accomplishments & Initiatives

**Strengthening K-12 Educational Systems:** The Mayor's Office of Education and the School Reform Commission work closely together and have a shared commitment to the District's dual goals of providing a quality education to all Philadelphia students and obtaining fiscal stability in the District's finances. The Mayor's Chief Education Officer is included in standing committees on key educational policy issues and is joined by the City's Finance Director for bi-weekly meetings on the District's finances, and these efforts will continue through FY16.

**Advocating for a Full and Fair Funding Formula:** MOE will continue to advocate for a statewide formula for basic education funding. In November 2014, the City hosted a hearing for the Basic Education Funding Commission for a discussion on the need for an education funding formula. Pennsylvania is one of only three states without a statewide funding formula for the distribution basic education funds, and a 15-member Commission of state legislatures was established in 2014 to make recommendations to the General Assembly. City and District representatives, including the Mayor, along with education advocates,

testified on the need for a fair funding formula that accounts for student needs and area wealth, as well as the District's specific funding challenges relative to other schools in Pennsylvania. The Commission's recommendations are due in April 2015.

**Incentivizing Youth:** The Mayor's Very Impressive Program (VIP) is in its sixth year of rewarding Philadelphia high school (Archdiocese, Charter, District and Private) students with good attendance records and high Grade Point Averages (GPAs) with tickets to sporting events. Students are selected by their schools on the basis of school attendance and academic performance. Since the program's inception, over 9,078 tickets have been distributed and more than 90 high schools have participated in the program, with 1,385 students receiving tickets in FY12 and 1,519 students in FY13.

Each June, the Mayor gives awards to around one thousand high achieving and graduating high school seniors, from public and private schools. The event kicks off with a march up Broad Street and culminates with a ceremony in the City Hall courtyard where the

Mayor's \$5,000 Scholarship for Academic Excellence and Civic Engagement is awarded, as well as hundreds of other prizes and awards.

**Philadelphia Talent Collaborative:** Four organizations partnered to establish a Talent Collaborative, to combine strengths and work strategically to improve educational outcomes and the economic viability in Philadelphia. Two non-profits – Graduate! and Campus Philly – partnered with the City's PhillyGoes2College and Graduation Coach campaign (described below). In FY16, the City is funding the Talent Collaborative for the first time as a distinct entity, with goals of furthering college attainment for residents, enhance the capacity of young adults to earn family-sustaining wages, and build Philadelphia's attractiveness to businesses seeking talent. The four organizations will also be resourced to collaborate strategically and consistently to ensure Philadelphians can access all points of the Collaborative as they move through its pipeline. More details on PhillyGoes2College and the Graduation Coach campaign are provided below.

**PhillyGoes2College:** Launched in 2010, PhillyGoes2College (PG2C) serves as a crucial, citywide resource for residents of any age who would like to attend college and complete a college degree. The program promotes and supports a college-going culture among citizens by providing high-quality college access information that is current, comprehensive, and accessible. PG2C provides a clearinghouse of quality and vetted resources and sponsors programs that pair college students with high school students to help complete college and scholarship applications. Through workshops, presentations, school visits and large scale college-promoting events, PhillyGoes2College has reached over 30,000 citizens since it began in 2010. The PG2C website, [www.phillygoes2college.com](http://www.phillygoes2college.com), has been accessed more than 200,000 times since its launch, with 5,170 new visits since October 2014. PG2C offers three main citywide events, including Students with a Goal (SWAG) week, Top of the Class, and College Awareness Month. PhillyGoes2College also launched

Connect2College, a new service delivery model in response to the lack of citywide college access services, the cuts of counselors and student success centers, and the low college attainment rates of Philadelphians. PhillyGoes2College is an important strategy to address Mayor Nutter's goal to double the percentage of Philadelphians who attend and complete college in the next five to ten years and has received the Outstanding Achievement Award from the U.S. Conference of Mayors.

**Connect2College:** PhillyGoes2College has developed a comprehensive strategy to address the loss of citywide college-going resources and the low college attainment rates in Philadelphia. PhillyGoes2College's new initiative, Connect2College, includes a community-based, geographically dispersed model of partnering with existing organizations, as well as a coordinated digital plan. Collaboration is a central element of this strategy and with 17 initial Connect2College Labs and the capacity to bring on more, Philadelphia residents will gain access to on-going support and information on college access in a convenient and familiar place.

**The Graduation Coach Campaign:** The Graduation Coach Campaign (Campaign) is a grassroots effort to engage adults in taking on a more robust role in helping young people in their lives graduate from high school, get into college, and plan for a career. Originally housed at the Philadelphia Youth Network, the Campaign was brought under the umbrella of PhillyGoes2College in March 2011. Since September 2010 the Campaign has trained over 6,000 Coaches through 496 workshops. In FY14, 986 coaches were trained through 91 workshops. The Campaign has also implemented a new video campaign allowing for potential coaches to receive Campaign training on their own time. These videos will be available on smart phones, tablets, laptops, desktops, Comcast On Demand, Philly in Focus, and Mind TV, the GCC website, the YouTube channel, social media and partner networks as well. Thirty videos, including 18 tutorials for adults, have been filmed to date, and 15 additional tutorials will be completed by the end of

2015. To date, the videos have been viewed 3,000. MOE anticipates video views to increase to 5,000 by the end of 2015.

In addition, the Campaign implemented a neighborhood-focused grassroots campaign in the Kensington area. This approach will allow Campaign staff to interact with a community that has a low college attainment rate and has individuals who are unlikely to attend an in-person workshop or access training videos online. To date, the Campaign has distributed 16,178 print materials through in-person canvassing efforts, partnerships with 11 schools, 9 local businesses, 4 local health centers, 8 community organizations, 3 churches, 5 nonprofit organizations, and 43 neighborhood events (e.g. block parties, talent shows, cleanups). The resource guide is also shared electronically on Twitter and via the GCC monthly newsletter which goes out to 3,000 coaches.

**Citywide College Financing Campaign:** The MOE convenes the College Completion Committee which includes 10-12 “retention officers” from area colleges and universities and senior leadership from the District who meet each month to review institutional data on graduation rates and discuss strategies for increasing the number of Philadelphians graduating from their institutions. Lack of financial resources is one of the primary factors for students not completing on time. Therefore, as part of the Financing College Campaign, colleges and universities have increased outreach efforts to assist families in completing their financial aid packages. Since MOE has been organizing citywide Financing College Campaigns, there has been a 21.7% increase in the number of students who completed the Free Application for Federal Student Aid through January 1, 2014 (most recent report available).

Moreover, the Mayor’s Council for College and Career Success – comprised of leaders from government, K-12 and higher education, employers, foundations and youth-focused community organizations – organizes

to CCP, a \$3.4 million or 12.6% increase above FY15 levels, to keep tuition affordable.

and leads city-wide efforts to achieve the Mayor’s education goals. Major areas of focus for this Council are youth workforce development, dropout prevention, and college readiness.

**Community College of Philadelphia:** The Nutter administration is focused on increasing the high school and college graduation rates, continuing to strengthen the K-through-16 pipeline and developing a local labor force for the 21st Century. A vital partner in that work is the Community College of Philadelphia (CCP). With 37,658 students, CCP is the largest institution of higher education in Philadelphia and the sixth largest in the state. The Mayor demonstrated his commitment to Community College’s success by joining the Board in October 2012. The MOE is working with CCP to ensure that students who enroll into the college complete their educational goals. The completion rates for degree and certificate programs are low compared to community colleges in other large urban areas. Through an initiative of the national organization *Complete College America*, MOE is leading a team of CCP administrators to develop strategies for increasing persistence and completion. In the fall of 2014, CCP launched a pilot program “Complete with 15” which provided incentives for students to complete their associate’s degree in four semesters. The team decided to focus its attention on providing more guided pathways for students to navigate the institution. Pathways will include prescribed course plans, structured academic advising, accelerated completion of developmental coursework and improved articulation with transfer programs and courses. In support of the recent proposal to offer free tuition to community college students, the team is strengthening articulation agreements to improve transfer rates to four-year institutions. Also joining this team are four-year institutional partners Temple, Drexel and the Pennsylvania State System of Higher Education. In FY16, the City will provide \$30.3 million

**College Completion Initiative “Fifteen to Finish”:** The Fifteen to Finish Campaign encourages students

attending or planning to attend college to take 15 credits per semester to graduate on time. The on-time completion campaign will involve a comprehensive communications campaign featuring the Mayor, college presidents, other elected officials and dignitaries, promoting strong messages about the need to complete a degree once started. The campaign will develop a website to direct students to institutional completion initiatives such as CCP's "Complete with 15" or Temple's "Fly in 4", multimedia communications strategies utilizing traditional radio and television promotional messages as well as social media, posters, and other promotional materials. College students will be recruited to help students prepare a graduation plan prior to matriculation to their postsecondary institution. The goal is to reach every college-bound student prior to starting their college career. The estimated cost for the marketing campaign is \$50,000 and college student mentoring is \$25,000 (\$2,500 at 10 institutions).

**Providing Important Supplies for Students:** In September 2013, Mayor Nutter launched the Philadelphia Education Supplies Fund, a new fundraising campaign to provide funds to schools within the City in order to purchase consumable supplemental classroom supplies, including workbooks, paper, pens and pencils. This fund was created to alleviate some of the hardships being experienced by high-poverty schools. Under the stated criteria, schools with at least a 50% free and reduced price lunch population were eligible to apply, and those with more than 75% free and reduced price lunches will receive greater amounts, in each case based on enrollment. The City has contributed \$200,000 to the Fund in FY15 and intends to do the same for at least the next four years. Over \$540,000 was raised for the fund and 255 schools will receive funds, including 209 School District of Philadelphia operated schools, 20 charters, 13 Archdiocesan and 13 independent/private schools.

**US2020 and STEMcityPHL:** In May 2014, Philadelphia was announced as one of seven winning cities of the US2020 City Competition, a national competition to encourage mentoring in science, technology, engineering and mathematics (STEM). This initiative has since launched an online STEM resource center (STEMcityPHL.org) and established a coalition of over 125 organizations.

## OFFICE OF SUPPORTIVE HOUSING

**Mission:** To help individuals and families move towards independent living and self-sufficiency in safe and stable housing. The Office of Supportive Housing fulfills this mission through Philadelphia's homeless continuum care and the Riverview Home. OSH is also responsible for the policy, planning and coordination of the City's response to homelessness.

**Budget Trends:** The Office of Supportive Housing's (OHS) FY15 General Fund Current Projection of \$45.2 million is 11.6% (\$4.7 million) higher than FY08. In FY13, OSH received an additional \$3 million to create 100 emergency housing beds for victims of domestic violence, and in FY14, OSH received a General Fund increase of \$947,958 to offset federal sequestration cuts to homeless housing funding. The FY15 Current Projection reflects an additional increase (\$200,000) for the shelter operated by Women Against Abuse. OSH receives almost \$46.6 million in grant funding

from the U.S. Department of Housing and Urban Development and the Commonwealth for rental assistance and support services for individuals with disabilities and their families, and for providing rent and housing stabilization services to prevent homelessness. The FY16 General Fund proposed allocation is slightly higher than the FY15 Current Projection to account for employee salary increases as a result of union contract settlements. The total FY16 Proposed Operating budget for OHS is on par with the FY15 Current Projection.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	6,202,044	7,877,851	8,263,759	8,281,213	17,454	0.2%
	200	33,923,434	36,866,677	36,586,621	36,586,621	0	0.0%
	300/400	386,426	340,878	344,127	344,127	0	0.0%
	500	32,169	30,899	32,421	32,421	0	0.0%
	Total	40,544,073	45,116,305	45,226,928	45,244,382	17,454	0.0%
	Positions	126	154	159	159	0	0.0%
Other*	100	2,693,510	395,640	614,129	710,423	96,294	15.7%
	200	26,378,272	28,501,815	45,022,629	44,956,142	(66,487)	-0.1%
	300/400	859,120	976,701	887,489	887,489	0	0.0%
	Total	29,930,902	29,874,156	46,524,247	46,554,054	29,807	0.1%
	Positions	49	9	12	12	0	0.0%
All	100	8,895,554	8,273,491	8,877,888	8,991,636	113,748	1.3%
	200	60,301,706	65,368,492	81,609,250	81,542,763	(66,487)	-0.1%
	300/400	1,245,546	1,317,579	1,231,616	1,231,616	0	0.0%
	500	32,169	30,899	32,421	32,421	0	0.0%
	Total	70,474,976	74,990,461	91,751,175	91,798,436	47,261	0.1%
	Positions	175	163	171	171	0	0.0%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** Major areas of work include the coordination of the Homeless Continuum of Care and the implementation of Philadelphia's recalibrated Ten Year Plan to End Homelessness (both described below). OSH offers a wide array of services including emergency, transitional and supportive housing to individuals, couples and families.



**Performance Trends:** The number of households receiving financial assistance to prevent homelessness increased from 610 to 676 (10.8%) from FY13 to FY14. Starting in the second quarter of FY14, OSH used Housing Trust Funds and also received Community Services Block Grant (CSBG) Funds from the Mayor's Office of Community Empowerment and Opportunity to provide prevention services. In the second quarter of FY15, OSH received additional CSBG funds for service and is already serving more than twice the number of households in the first half of FY15 relative to the same period in FY14.

In concert with the City's Recalibrated 10 Year Plan to End Homelessness, a plan created in 2005 and updated to include prevention measures, OSH implemented the Mayor's Homeless Housing Strategy, which included a commitment to provide housing opportunities for homeless individuals and families. As a result of the end of American Recovery and Reinvestment Act (ARRA) funding, which amounted to more than \$23.5 million over a three year period from September 2009 to September 2012, the number of households receiving financial assistance to prevent homelessness and to move out of homelessness have dropped dramatically since FY11. However, two key metrics are above FY08 levels: the number of households provided financial assistance to prevent homelessness and the number of transitional housing placements. The Department of Housing and Urban Development (HUD) continues to fund these programs but at significantly lower levels (\$2.8 million in FY14 versus \$7 million under ARRA), meaning OSH can serve far fewer households. OSH has incorporated the sequestration reduction in its planning goals for FY14, FY15 and FY16.

Rapid re-housing is the practice of focusing resources on helping families and individuals quickly move out of homelessness and into permanent housing, reducing the amount of time experiencing homelessness. Over the course of the ARRA program, OSH determined the profile of a household likely to be successful under the Rapid Rehousing Program. Specifically, those households will have a monthly income of at least

\$900, an OSH determined threshold amount for a household to likely maintain stable housing after OSH assistance. However, because of poverty, unemployment and the lack of affordable housing in Philadelphia, the majority of households entering the emergency housing system do not have the requisite monthly income to be able to sustain themselves once Rapid Rehousing assistance ends. In order to compensate for that lack of income, OSH continues to seek and utilize all available local, state and federal homeless prevention and rapid re-housing funding and continues to encourage providers to diligently work their consumers to connect them to all mainstream benefits for which they qualify and to connect them to resources and opportunities to increase their skills, education and income. The number of households receiving assistance is lower for the first two quarters of FY14 because the performance measures only represent new households whereas the majority of recipients of rapid rehousing assistance were already housed and receiving ongoing rental assistance. In the first two quarters of FY15, OSH was able to move households out of emergency housing and into transitional housing or permanent housing (Philadelphia Housing Authority housing through the City/Philadelphia Housing Authority Blueprint Partnership started in 2008). In FY16, OSH will provide short to medium term financial assistance and housing stabilization services to households residing in emergency or transitional housing. The goals and service for upcoming rapid re-housing work are contingent on expected grant funding in FY16.

In addition to rapid re-housing, OSH provides Continuum of Care permanent supportive housing units for people experiencing homelessness. OSH serves as the collaborative applicant for Continuum of Care funding through HUD. The Continuum of Care (CoC) program is designed to promote community commitment to the goal of ending homelessness and provide funding for new and ongoing efforts to quickly re-house homeless individuals and families and promote self-sufficiency among individuals and families experiencing homelessness. The number of

permanent supportive housing beds for people experiencing homelessness decreased by 67% in FY14 due to delays in grant funding and in agencies securing developing funding. Per HUD, these numbers are reported once per year at the end of the fiscal year. In FY14, OSH completed 509 Transitional Housing

Placements. Placements for the first and second quarters of FY15 are slightly higher than those quarters in FY14 (265 in FY14 and 272 in FY15); since time in transitional housing can vary from 12 months to 18 months, the number of vacancies may fluctuate each quarter.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1- Q2	FY15 Q1- Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Households provided financial assistance to prevent homelessness	336	610	676	10.8%	181	374	106.6%	675	N/A*
Households provided financial assistance to end homelessness	N/A	291	135	-53.6%	59	174	194.9%	155	N/A*
New permanent supportive housing units for people experiencing homelessness (Non-Philadelphia Housing Authority)	76	180	59	-67.2%	0	0	N/A	100	N/A*
Number of transitional housing placements	435	539	509	-5.6%	265	272	2.6%	505	N/A*

\*Dependent on grant funding received during year.

### Accomplishments & Initiatives

**Increased Homeless Housing:** Between 2008 and 2014, the overall Philadelphia homeless housing inventory increased by 80% (from 3,047 to 5,500) through local and federal McKinney-Vento Act-funded construction, rehabilitation and leased units, including units through the City's partnership with the Philadelphia Housing Authority. In addition, through the 2013 HUD Continuum of Care Program, the City was awarded \$29.8 million for continuing and new housing for individuals and families experiencing homelessness, including 80 newly funded permanent housing units.

**Homelessness Prevention:** OSH will work to prevent homelessness of individuals and families already housed by providing financial assistance with delinquent rent and/or utilities or security deposits to re-locate to more affordable housing and provide financial assistance to prevent mortgage foreclosure. The project and outreach goals are contingent on expected grant funding in FY16.

**Expansion of Beds for Victims of Domestic Violence:** The number of beds for women and children

experiencing domestic violence were expanded as well as community-based services for Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual (LGBTQIA) and gender minority individuals experiencing domestic violence. In FY14, the City provided \$3 million for Domestic Violence services to double the number of emergency housing beds (from 100 to 200) for women and children experiencing domestic violence. In addition, OSH expanded community-based services to serve LGBTQIA and gender minority victims of domestic violence.

**Reduction in Unsheltered Street Homelessness:** Between 2008 and 2014, there was a 20% reduction in the number of unsheltered homeless persons living on the streets (from 457 in 2008 to 361 in 2014).

**Closing of the Ridge Center Single Men's Homeless Shelter & Replacement of 280 Beds:** Following the June 2012 closure of the 280-bed Ridge Avenue Single Men's Homeless Shelter, a large homeless shelter for single men and the central intake point for homeless males in Philadelphia, OSH replaced 280 beds for single males and females at other facilities in order to



maintain the same number of available beds. Additionally, OSH opened a new intake center for single males, the Roosevelt Darby Center at 802 N Broad Street, in the summer of 2012.

**Infant Screening Protocol:** In FY14, OSH in partnership with the Department of Human Services, established the Infant Screening Protocol to support mothers residing in emergency housing with infants 0-4 months of age in developing strong, healthy babies. Infant care nurses weigh infants 0-4 months every two weeks for up to 16 weeks to track growth and development and parents receive assistance with locating and connecting to a primary care pediatrician for regularly scheduled well child appointments. In FY14, 39 infants were screened, and to date, 59 infants were screened in FY15.

**Facility Improvements:** In the FY16 Proposed Capital Budget, \$1.0 million is recommended for capital improvements at Woodstock, Riverview, Stenton Gateway facilities. This funding is recommended for infrastructure improvements such as fire alarm system upgrades, door replacements, installation of emergency generators, HVAC upgrades and facade and shower room renovations.

## DEPARTMENT OF PUBLIC HEALTH

**Mission:** To protect the health of all Philadelphians and to promote an environment that allows residents to lead healthy lives.

**Budget Trends:** The Philadelphia Department of Public Health's (PDPH) current projected spending for FY15 is \$116.2 million, about \$4 million higher than FY08's level, even after budget cuts in FY10 and FY11. The FY14 budget provided an additional \$1.9 million in General Fund allocation to bring doctor salaries in line with market rates in order to prevent and fill physician vacancies in health centers. PDPH will continue to receive \$13 million for operating expenses and electronic health records from the General Acute Care Hospital Assessment, which PDPH collects for the Commonwealth. Between FY08 and FY15, PDPH's grant funding increased from \$81 million to \$95 million in FY12 and has fallen back down to \$80 million in FY16 largely as a result of the influx and now end in American Reinvestment and Recovery Act (ARRA) funding from the Centers for Disease Control for initiatives to reduce tobacco use and obesity. Specifically, between 2010 and 2012, ARRA grants provided \$13.6 million annually for tobacco control and obesity prevention initiatives in Philadelphia,

equaling \$9 per capita. With the completion of the ARRA grants, *Get Healthy Philly* was left with \$4.5 million annually for tobacco control and obesity prevention initiatives, equaling only \$3 per capita. This total includes new competitive grant funding from the federal government, including the Affordable Care Act, and new local support through the General Fund. In addition, the Division of Maternal, Child and Family Health (MCFH) is experiencing unprecedented reductions in its two principal federal funding sources: the Healthy Start infant mortality prevention grant and the Title V state block grant. Both funds are undergoing significant revisions, expected to result in changes in funding focus, increased competitiveness for funding, and significant reductions in the amount of individual awards. Offsetting these trends are slight increases in grant funding appropriations for chronic and infectious disease programs, resulting in a net increase in grant appropriations for grant funding of \$1.2 million between FY15 and FY16.

						FY16-FY15	
Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	Percent Change
General	100	42,058,889	43,438,286	50,107,392	50,298,254	190,862	0.4%
	200	65,071,914	60,457,774	60,113,510	59,953,424	(160,086)	-0.3%
	300/400	4,564,620	5,413,266	5,490,768	5,490,768	0	0.0%
	800	1,000,000	500,000	500,000	500,000	0	0.0%
	Total	112,695,423	109,809,327	116,211,670	116,242,446	30,776	0.0%
	Positions	665	659	762	781	0	0.0%
Other*	100	16,885,105	15,840,284	18,065,976	20,416,740	2,350,764	13.0%
	200	60,823,669	206,966,479	214,318,437	212,394,523	(1,923,914)	-0.9%
	300/400	2,454,245	2,233,976	1,670,779	1,782,279	111,500	6.7%
	800	703,772	1,628,948	2,220,355	2,865,555	645,200	29.1%
	Total	80,866,791	226,669,687	236,275,547	237,459,097	1,183,550	0.5%
	Positions	215	169	231	231	0	0.0%
All	100	58,943,994	59,278,570	68,173,368	70,714,994	2,541,626	3.7%
	200	125,895,584	267,424,254	274,431,947	272,347,947	(2,084,000)	-0.8%
	300/400	7,018,865	7,647,242	7,161,547	7,273,047	111,500	1.6%
	800	1,703,772	2,128,948	2,720,355	3,365,555	645,200	23.7%
	Total	193,562,214	336,479,014	352,487,217	353,701,543	1,214,326	0.3%
	Positions	880	828	993	993	0	0.0%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, Acute Care Hospital Assessment Fund, and Undistributed Pension Fund.

**Description of Major Services:** PDPH is comprised of thirteen divisions that provide the infrastructure and programming for disease prevention, food safety, environmental health and health care services. PDPH also works with a broad network of community, hospital, academic and business partners throughout Philadelphia and the Delaware Valley to make Philadelphia a healthier place to live, work and play.

**Performance Trends:** In FY14, the percentage of uninsured visits at the City's health centers was at 49%, slightly lower than the 53% reported in FY13. There was a corresponding increase in the percent of visits covered by Medicaid and private insurance. Patients without insurance visit with a benefits counselor to review medical insurance options, and those counselors process applications to attempt to increase the number of insured individuals visiting the City's health centers. PDPH has focused its efforts in bringing down the inspection interval for risk category 1 food establishments from a high of 17.6 months in 2011 to 14.6 in FY14. Risk factor 1 category is "Demonstration of Knowledge." An establishment must have a food safety certified (FSC) person present during all hours of food preparation and operation, a food safety certified person has taken the 16 hour Food Safety class and can show the inspector the certificate, and this individual must demonstrate an acceptable level of understanding with respect to food safety principles. In prior years, the long hiring cycle for sanitarians contributed to long-term vacancies and difficulty in meeting the goal of inspecting risk 1 establishments in less than 13 months. Alternative approaches to hiring have recently reduced the number of sanitarian vacancies and the length that

those vacancies are open, decreasing the cycle time of hire from 245 days in 2011 to 180 days as of the second quarter of FY15. The number of newly diagnosed HIV case reports dropped by 16.9% (119 cases) from FY13 to FY14, and at 585, the FY14 number remains well below FY08 levels of 1,438. During the first half of FY15, there were 327 cases, a 3.8% increase over the same time period in FY14. At 600, the projected number of reports in FY16 is projected to be unchanged from FY15 and about the same as FY14's number. Since FY12, the Medical Examiner's Office has focused on increasing the percentage of completing final reports for homicides to within 60 days in order to comply with goals set by the National Association of Medical Examiners. In FY14, 96.5% of all homicide autopsy reports were completed within the 60 day period. This percentage dropped in the first half of FY15 due to staffing turnover in the Pathology Unit. Recruiting efforts and increased pay rates helped address this issue and new staff will start in the fourth quarter of FY15 and the first quarter of FY16. The percent of children with complete immunizations was 4% higher in FY14 compared to FY13. During the first half of FY15, 85% of children had complete immunizations, a 9% increase over the same time period in FY14.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1- Q2	FY15 Q1- Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Percentage of visits uninsured	52.1%	52.9%	49.6%	-6.2%	54.0%	51.7%	-4.4%	50.0%	48.0%
Inspection interval for category 1 food establishments (months)	N/A	17.2	14.6	-15.4%	11.9	13.5	13.5%	13.0	12.0
Total number of newly diagnosed HIV case reports	1,438	704	585	-16.9%	315	327	3.8%	600	600
Homicides having final autopsy report completed within 60 days	80.0%	95.0%	96.5%	1.6%	97.5%	90.5%	-7.2%	95.0%	95.0%
Children 19-35 months with complete immunizations 4:3:1:3:3:1	N/A	75.0%	78.0%	4.0%	78.0%	85.0%	9.0%	78.0%	87.0%

## Accomplishments & Initiatives

**Chronic Disease Prevention & the Decline in Smoking and Obesity Rates in Philadelphia:** Smoking and obesity are the largest contributors to preventable illness and premature death in the United States. Through the *Get Healthy Philly* initiative, funded through City general funds and state and federal grants, PDPH has spearheaded an innovative citywide effort to address tobacco use, poor diet, and physical inactivity in partnership with other City agencies and non-governmental organizations. Interventions have focused on making the healthy choice the easier choice in schools, workplaces, communities, health care settings, and indoor environments. Because of *Get Healthy Philly* and other initiatives at the local, state, and federal levels, smoking in Philadelphia has declined by 30% among youth since 2007 and by 15% among adults since 2008. In addition, childhood obesity rates have decreased by 6.3% since the 2006-07 school year, including substantial reductions among racial/ethnic minorities. *Get Healthy Philly* has been recognized by national and international media outlets and public health organizations as a model for how local governments can improve the health of their communities. Key *Get Healthy Philly* interventions have included:

- Creating food and fitness standards for all City-funded afterschool programs;
- Developing the largest healthy corner store network in the U.S.,
- Implementing a mass media campaign highlighting the links between sugary drink consumption, obesity, and diabetes in children;
- Extending smoke-free rules to all City parks, recreation centers, and playgrounds;
- Launching multiple rounds of hard-hitting media campaigns to encourage tobacco cessation; and
- Supporting the passage of numerous laws to prevent tobacco sales to minors, limit sales and use of e-cigarettes, and increasing the price of conventional cigarettes by \$2.00 per pack.

In 2015, *Get Healthy Philly* will assist the Philadelphia Housing Authority (PHA) to implement a smoke-free

policy for all its properties, affecting approximately 25,000 residents. This policy will reduce secondhand smoke exposure, asthma exacerbations, and the risk of fire, while motivating residents to quit smoking. PDPH and PHA will work collaboratively to link residents to free/low-cost cessation resources.

Through collaborations with the Mayor's Office of Transportation and Utilities, PDPH has helped to expand the infrastructure for walking and biking in Philadelphia. In 2015, *Get Healthy Philly* will launch the first-ever local mass media campaign to encourage physical activity by highlighting real Philadelphians exercising in free and low-cost ways. The campaign will be titled—"Make Philly Your Gym!" and will receive \$650,000 in grant funding over two years from the Centers for Disease Control and Prevention.

Lastly, *Get Healthy Philly* will further its partnerships with hospitals and clinical providers to improve the quality of care for Philadelphia adults affected with hypertension (38%) and diabetes (16%). Through a four-year \$11.2 million grant from the Center for Disease Control, PDPH will work with 40 primary care practices that serve 350,000 patients to implement a series of quality-improvement initiatives, including optimal use of electronic health records, team-based chronic disease management, aggressive identification of undiagnosed patients, home-based blood pressure monitoring, and better linkages between clinical practices and community resources.

**Electronic Health Records:** PDPH completed the installation of the practice management components of the Electronic Health Record (EHR) at all eight neighborhood health centers and implemented the clinical module at five sites (with implementation at remaining three clinics on target to be completed by April 10, 2015). The use of EHR will improve clinical outcomes for patients, integrate health services across the City's clinics, provide a knowledge base for public health policy, and improve reporting across PDPH, including disease and immunization monitoring

systems. Additionally, EHR program management staff are working with the Division of Disease Control to integrate the software into the Division for Disease Control processes to streamline and automate various functions supporting care services at the sexually transmitted diseases and tuberculosis clinics and surveillance activities. PDPH will establish a limited health exchange that links the databases within Ambulatory Health Services, the Philadelphia Prisons System and the Division of Disease Control with other health providers throughout Philadelphia in order to meet federally mandated criteria as well as perform quality-of-care and public health data analytics. The next phase of development will include implementation of service utilities, including extension and connections to the Public Health Laboratory, development of required data-analysis utilities for performance management, and development of capacities to exchange information with area providers who provide referral, inpatient, or emergency department services for PDPH patients. The project was funded largely through hospital tax funds with supplementary grants.

**Improvements in Primary Care Services:** Progress continues on the joint venture between the City and the Children's Hospital of Philadelphia (CHOP) to provide health care to South Philadelphia adults and children in a unique arrangement that will allow the City to expand its provision of dental care, mammography, prenatal care and a wide range of other children's and adult health care services. The venture relocates two existing clinics: one, a pediatric primary care practice in South Philadelphia owned by CHOP, and, the other, PDPH Health Center 2 that mainly serves adults. The new facility, being constructed by CHOP, will co-locate the two clinics as well as house a City recreation center and the South Philadelphia branch of the Free Library. The new multi-function center will allow the City and CHOP to create a complex that offers clinical care, wellness, prevention, and literacy services to improve health outcomes for children and adults. Under the agreement, the hospital and other philanthropic sources will fully fund the construction of the complex

to house its own existing services and the City's services (estimated at \$42 million) and the City will charge CHOP a nominal fee to lease the land. Outfitting City facilities (health center, library, recreation center) will be funded by the City, CHOP, and other philanthropic sources, with the City contribution consisting of \$1.8 million in the FY16 Capital budget and \$2 million already budgeted in the capital budget from FY13 and FY14. CHOP and City officials hosted a ceremonial groundbreaking in September 2014. The City hopes to open the health center, library and recreation center by February 2016.

**Expansion of HIV Services and Implementation of the National HIV/AIDS Strategy:** Philadelphia was one of 25 jurisdictions that received Center for Disease Control funding for expanding HIV testing to healthcare settings and to populations at highest risk of HIV in September 2007. With funding from this Expanded Testing Initiative and other sources, the AIDS Activities Coordinating Office (AACO) implemented HIV testing programs in major hospital emergency departments, collaborated with the Philadelphia Prisons System to implement HIV testing of prisoners at intake, and worked closely with community partner organizations to target community-based HIV testing among populations most at risk. In calendar year 2008, AACO provided 62,295 HIV tests through its network of funded testing sites; the number of tests has nearly doubled to 112,221 in calendar year 2013 and are on track to meet or exceed that number in 2014 and expects 115,000 funded tests in 2015.

Additionally, in July 2010, the White House released the National HIV/AIDS Strategy. In FY11, Philadelphia was one of twelve cities that received \$3.5 million over three years in Center for Disease Control funding for the Enhanced Comprehensive HIV Prevention Planning (ECHPP) project. In the first year of ECHPP, planning activities were re-organized to take into account the use of all sources of HIV prevention and treatment funding under a single, integrated process. This includes funding from the Center for Disease

Control, the Health Resources and Service Administration, the Substance Abuse and Mental Health Services Administration (SAMHSA), the United States Department of Housing and Urban Development, State, City, and other sources. One important outcome was the implementation of a widespread condom distribution program developed in collaboration with and managed by the Sexually Transmitted Disease Control Program. Moreover, in FY12, Philadelphia was one of eleven cities to receive SAMHSA funding to implement behavioral health programs in coordination with HIV treatment services. Philadelphia implemented a model of behavioral health care fully integrated into HIV medical care services, with promising improvements in both medical and behavioral health of people with HIV.

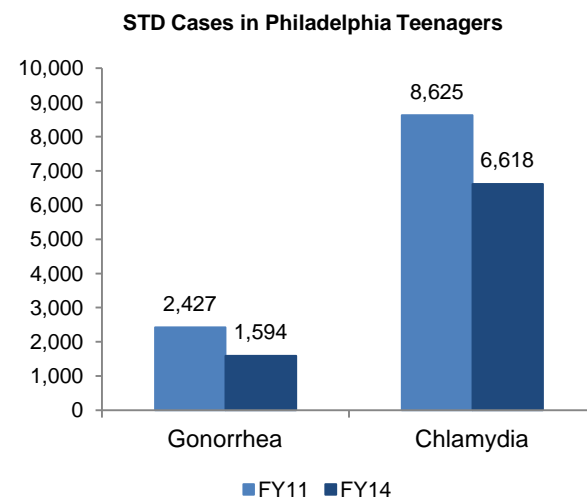
#### **Expand Partner Services Activities to Prevent HIV Transmission:**

For FY16, PDPH has the goal of expanding partner services to identify 40 new cases of HIV infection in FY16 and to link 90% of those to medical care. Partner services refers to a broad array of services that should be offered to persons with HIV or other sexually transmitted diseases (STDs) and their sexual or needle-sharing partners. By identifying infected persons, confidentially notifying their partners of their possible exposure, and providing infected persons and their partners a range of medical, prevention, and psychosocial services, partner services can improve the health not only of individuals, but of communities as well. National and local data show that partner services are one of the most effective means of identifying infected individuals who are not aware of their status. Research suggests that people infected with HIV who are unaware of their status contribute disproportionately to ongoing disease transmission in the community. The goal of partner services is to notify persons regarding their possible exposure to infection(s) so that they may access testing and treatment. The sooner an infected individual is identified and linked to care, the more quickly levels of HIV virus can be reduced and the likelihood of subsequent transmission decreased. Partner services

also reach many people who are aware of their status but are not currently engaged in HIV care.

#### **Reduced Rate of Adolescent Sexually Transmitted Diseases (STDs):**

STD rates among youth in Philadelphia have been alarming, especially increases in gonorrhea and chlamydia since 2009. One in eight Philadelphia girls 15-19 years of age had gonorrhea or chlamydia in 2010. In April 2011, the PDPH launched a sexual health campaign in response to the rising numbers of STDs among youth. As a part of the campaign, PDPH promoted a custom-labeled Philadelphia condom (The Freedom Condom); expanded the number, location, and type of venues providing free condoms to teens; implemented a mail-order program for condoms; promoted condom use and access through public high schools; and developed a social media presence for the campaign. As a result of the multi-faceted adolescent STD prevention campaign, the epidemic of teen STDs in Philadelphia has waned. Cases of chlamydia in teens, which had been steadily increasing since 2007, declined 23% from FY11 to FY14 (8,625 cases in FY11 declined to 6,618 cases in FY2014). Gonorrhea, which had shown a 52% increase in adolescent case counts from 2009 to 2011, declined by 34% among teens from FY11 to FY14 (2,427 cases in FY11 declined to 1,594 cases in FY14).



#### **Achieved High Adolescent Vaccination Coverage Rates:**

Philadelphia's rate of vaccination coverage for adolescents has steadily increased since 2008. The Centers for Disease Control and Prevention has presented the PDPH with the Adolescent Vaccination



Coverage Award annually since inception of the award. By 2013, Philadelphia had exceeded targets established by Healthy People 2020 (national standards from the U.S. Department of Health & Human Services) by achieving immunization rates of 89% for adolescent vaccination with Tdap (tetanus-diphtheria-acellular pertussis), 95% for Varicella (chickenpox), and 91% for MenACWY (meningococcal disease) among 13-15 year olds. In addition, Philadelphia vaccination coverage with Human Papillomavirus (HPV) was among the highest in the nation with more than three-quarters of females 13-15 years of age having initiated the HPV vaccination series in Philadelphia, and nearly one-half having received all three doses of the series.

**Implement Perinatal Hepatitis C Virus Program:**

Transmission of hepatitis C virus (HCV) from mother to infant is the most common route of infection among children. Five percent of infants born to mothers with chronic HCV are unable to clear the infection by 18 months of age, and will develop chronic diseases as adults, including cirrhosis and liver cancer. Because HCV-infected infants and young children are often asymptomatic, screening in the early years of life is crucial for appropriate diagnosis. Unfortunately, only 15% of infants born to HCV-infected mothers in Philadelphia are tested for infection. It is estimated that 10-20 HCV-infected children are born every year in Philadelphia but are not recognized. In FY16, the Division for Disease Control will launch a citywide pilot perinatal hepatitis C program testing 100 to 150 children annually as part of program to identify all infants born of HCV-infected mothers, to establish a process for follow-up testing, and to link all infected infants/children to medical care for HCV.

**Developed an All-Hazards Emergency Preparedness Plan for the City:**

Over the past decade, PDPH has developed, tested, and refined an all-hazards Public Health Emergency Response Plan (PHERP) for the City. The purpose of the PHERP is to support four functions of the City of Philadelphia's emergency response effort: (1) maximize the protection of lives and health care capacities while minimizing preventable

morbidity and mortality; (2) document procedures to implement when responding to a natural, biological, chemical, radiological, nuclear, or explosive emergency that threatens the public health of Philadelphia; (3) contribute to federally-designated emergency support functions (ESFs), as appropriate, particularly ESF #8 (Public Health and Medical Services) to define policies and procedures for PDPH and other public health partners; and (4) enable the City to continue to operate and provide services as normally and effectively as possible in the event of a public health emergency. Keys to success include close collaboration with local healthcare providers and facilities, open communication with the public and/or affected populations, and integrated support of the numerous governmental agencies involved with emergency management.

The most recent example of PDPH's successful deployment of the PHERP came during the summer of 2014 as Ebola became an imminent threat. The PDPH, as the lead department responsible for the ongoing prevention and control of communicable diseases within the County, began enhancing Ebola readiness by updating preparedness plans, issuing health guidance to providers and the community, and coordinating with City agencies, hospital emergency directors, infection control specialists, and other response partners. PDPH led the City's preparedness activities by working to enhance surveillance for identifying potential cases and by creating tools for local healthcare providers (including travel medicine providers and university health clinicians), medical facilities, and clinical laboratories. PDPH implemented daily monitoring of all persons newly arrived to Philadelphia from West Africa and worked with healthcare facilities to prepare for the evaluation and treatment of persons with possible and confirmed Ebola. The Department also worked with the West African community in Philadelphia to educate, support, and meet the needs of newly-arriving persons.

**Reduced Health and Safety Hazards in Homes of Children with Asthma:** Starting in FY13, the PDPH

Lead and Healthy Homes Program (HHP) within the Division of Environmental Health Services began providing comprehensive services to reduce in-home health and safety hazards that threaten the health of low-income children in Philadelphia who are pediatric asthma patients of St. Christopher Hospital for Children. The program was originally funded with a grant from the US Department of Housing and Urban Development (HUD) but is now supported with General Fund dollars, with an average cost of \$3,500 per household to provide education and remediation. These services include lead poisoning prevention and remediating environmental asthma triggers through the Healthy Homes Healthy Kids Program (HHHK). HHHK provides home visiting, education, and home remediation services to pediatric patients with persistent asthma at St. Christopher's Hospital for Children and their families. These children have frequent emergency room visits and hospitalizations, with attendant high medical costs, along with significant numbers of missed school days that hinder their academic progress. HHHK takes a comprehensive approach to reducing housing-related hazards in a coordinated fashion, rather than addressing a single hazard at a time. In addition, HPP integrates clinical, environmental, and educational strategies to successfully mitigate and manage a child's asthma. The results have been extremely encouraging: in the first two years of the program, the 117 enrolled children reported having 70% fewer hospitalizations, 75% fewer emergency room visits, and 62% fewer office visits, and 53% fewer missed school days after the HHHK interventions. The success of the program lies in its comprehensive approach that involves removing asthma triggers in the home and helping caregivers and family members adopt healthier behaviors and improve medication adherence in collaboration with their medical providers. The number of children in Philadelphia living with asthma continues to rise as do their related hospitalizations and medical costs, with a disproportionately high impact on African American children. PDPH hopes to expand this program, beginning in January 2015, when HHHK services will be made available to asthmatic

children receiving clinical care in two of the city's ambulatory health centers.

**Public Health Accreditation:** PDPH has been working to obtain Public Health Accreditation by 2015. Accreditation is a new national process by which local, tribal and state public health agencies assess and document their ability to provide public health services. The Public Health Accreditation Board (PHAB), an independent non-governmental agency, has developed a set of 300+ standards within ten broad categories of "essential public health functions" to serve as benchmarks for accreditation. Through accreditation, PHAB strives to advance quality and performance within public health departments across the country. While public health accreditation is not currently required, federal agencies, such as the U.S. Centers for Disease Control and Prevention, will likely require accreditation within the next five years as a condition of grant awards. This will be critical for PDPH because many of its programs are made possible by grants from Center for Disease Control and other federal agencies.

Over the last several years, PDPH has taken a series of steps towards accreditation, including developing a citywide Community Health Assessment,<sup>47</sup> a department-wide five-year Strategic Plan,<sup>48</sup> and a stakeholder-driven Community Health Improvement Plan.<sup>49</sup> These documents provide a roadmap for how governmental and non-governmental organizations will address the most pressing public health challenges of the future. PDPH will submit its final accreditation application in January 2015, in anticipation of achieving accreditation by fall 2015.

---

<sup>47</sup> [Community Health Assessment](http://www.phila.gov/health/pdfs/CHA%20slides_52114_revised.pdf)  
([http://www.phila.gov/health/pdfs/CHA%20slides\\_52114\\_revised.pdf](http://www.phila.gov/health/pdfs/CHA%20slides_52114_revised.pdf))

<sup>48</sup> [Health Department Strategic Plan](http://www.phila.gov/health/pdfs/PDPHStrategicPlan_52114_final.pdf)  
([http://www.phila.gov/health/pdfs/PDPHStrategicPlan\\_52114\\_final.pdf](http://www.phila.gov/health/pdfs/PDPHStrategicPlan_52114_final.pdf))

<sup>49</sup> [Community Health Improvement Plan](http://www.phila.gov/health/pdfs/PhilaCommunityHealthImpPlan_52814_final.pdf)  
([http://www.phila.gov/health/pdfs/PhilaCommunityHealthImpPlan\\_52814\\_final.pdf](http://www.phila.gov/health/pdfs/PhilaCommunityHealthImpPlan_52814_final.pdf))



## YOUTH COMMISSION

**Mission:** The Philadelphia Youth Commission speaks as a youth voice on legislative affairs and advises the Mayor, City Council and City agencies on issues of concern to youth. Through their work, Commissioners connect young people to government.

**Budget Trends:** The Youth Commission was established after FY08. The proposed FY16 General Fund budget remains on par with the FY15 Current Projection.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	0	72,688	92,216	92,660	444	0.5%
	200	0	8,144	46,000	46,000	0	0.0%
	300/400	0	2,319	4,080	4,080	0	0.0%
	Total	0	83,151	142,296	142,740	444	0.3%
	Positions	0	2	2	2	0	0.0%

**Description of Major Services:** The Youth Commission (the Commission) comments on legislation and policies that impact youth, creates public service programs that improve the lives of youth, monitors the effectiveness of youth programs and policies, partners with neighborhood youth organizations on shared issues, and prepares youth for leadership roles. The Commission also testifies at public hearing to provide a youth perspective. The Commission works with the City, non-profits, community organizations, and private entities to develop strategies to improve the lives of Philadelphia's youth. The Commission also advises the Mayor, City Council, Philadelphia schools, and other key decision makers inside and outside of City government.

### Accomplishments & Initiatives

**Promoting Youth Engagement:** Beginning in 2012, the Youth Commission was restructured to increase its capacity to inform and engage youth throughout the City. To achieve this goal, the Commission created four sub-committees open to any youth in the city: education, public safety, health and recreation and jobs and economics. Additionally, the Commission regularly engages with youth through various social media outlets such as Twitter (@phillyyc) and Facebook (Philadelphia Youth Commission). To keep in regular contact with youth, the Commission has partnered with Instarta Inc., which provides the Commission with the capability of sending mass text messages and text message polls. Since its inception in 2008, the Commission has hosted more than 30 outreach events that offer Philadelphia youth the opportunity to engage with policy makers and stakeholders.

**Expand Outreach:** The Youth Commission is seeking to expand its reach beyond the 12-23 age population to also engage millennials (23-30 year olds), through collaboration with other organizations. With the upcoming mayoral and presidential elections, educating youth and millennials on the importance of voting is a key priority. Education is also a popular topic with youth members. The Youth Commission is currently working on making connections with the School District, individual high schools, and student government groups. In order to address public safety concerns, the Youth Commission has held meetings to improve relationships between with police officers and community members.

**Advocating for School Funding:** The Philadelphia Youth Commission organized the student led rally, #FightforFunding, on May 7, 2014 at City Hall for the

City Council budget hearing on school funding. Youth testified in front of City Council about their current experiences attending Philadelphia high schools, and the Youth Commissioner, Nikki Adeli, also gave testimony on behalf of her peers and the Youth Commission.

**Forbes 30 Under 30 Education Tour:** The Philadelphia Youth Commission, in collaboration with the City Representative's Office, planned and executed the Forbes 30 Under 30 Education Tour to seven Philadelphia high schools throughout the city with eight speakers from the Forbes 30 Under 30 Summit. The speakers spoke to students and answered their questions before touring the schools. The Youth commission will help plan another education tour with additional schools and speakers when the Forbes Summit returns to Philadelphia in October 2015.

**Affordable Care Act Town Hall:** The Youth Commission has hosted approximately 25 youth town halls, including one on the Affordable Care Act which educated the public, particularly millennials, on the importance of health insurance.

**Public Awareness:** The Youth Commission will strive to increase public awareness about its offerings. In FY16, the Commission plans to create an annual meeting schedule and distribute to stakeholders at the beginning of the fiscal year, host a public event to welcome new Commissioners annually and build relationships with universities, secondary schools, and youth service or advocacy groups. Given its size and resources, the Commission has set attainable goals to increase public attendance at monthly meetings by 15% each year from the current attendance of 15 to 20 people.

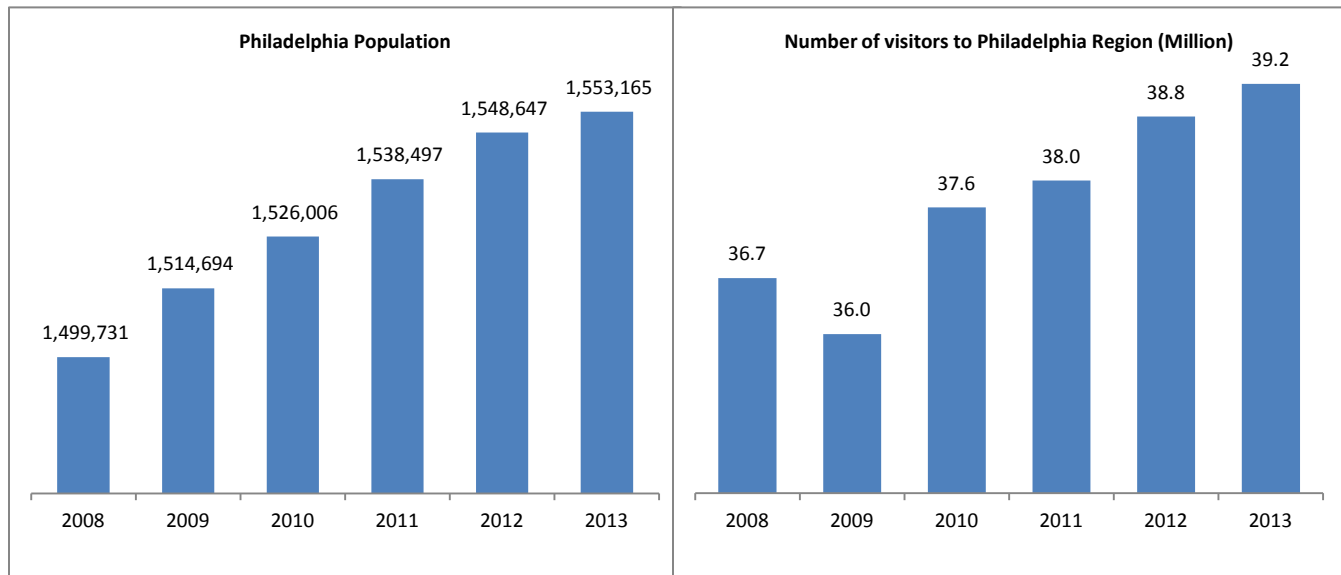
### GOAL 3: PHILADELPHIA IS A PLACE OF CHOICE

The Nutter Administration has taken a number of steps to support economic vitality in Philadelphia. Goal 3 describes the Mayor's investments in making Philadelphia a place of choice for residents and businesses:

- Philadelphia is business friendly;
- People choose to live and stay in Philadelphia.

Recent city rankings and real estate developments suggest that these investments are starting to yield a positive return.

As described earlier in the Demographics chapter, 2013 marked the 7<sup>th</sup> straight year of population growth. The city added more than 27,000 people between 2010 and 2013, with the lion's share coming from the influx of young, well educated professionals aged 20-34. The growth in young professionals is reflected in recent surveys and rankings by numerous external agencies.



*The New York Times* ranked Philadelphia 3<sup>rd</sup> among its list of 52 places to go in 2015, citing easily accessible public space, public art, and open air bars and restaurants.<sup>50</sup> As shown in the chart above, the number of visitors to Philadelphia has increased by 6.8% from 36.7 million visitors in 2008 to 39.2 million visitors in 2013, the most current year of data available<sup>51</sup>. Philadelphia ranked 4<sup>th</sup> in the nation for the most walkable and bike friendly city, and 5<sup>th</sup> in the nation for transit friendly, according to Walkscore's 2014 ranking.<sup>52</sup> In 2014, Greatist, a health and wellness website, included Philadelphia in their list of 20 best cities for 20-somethings.<sup>53</sup> The City has also become a leader in Lesbian, Gay, Bisexual and Transgender (LGBT) rights and gender equality, with protections and provisions on the basis of sexual orientation and gender identity and a life partnership program. In November 2014, the Human Rights Campaign released its third annual edition of the Municipality Equality Index (MEI), which measures how supportive

<sup>50</sup> New York Times, "52 Places to Go in 2015," [http://www.nytimes.com/interactive/2015/01/11/travel/52-places-to-go-in-2015.html?\\_r=0](http://www.nytimes.com/interactive/2015/01/11/travel/52-places-to-go-in-2015.html?_r=0)

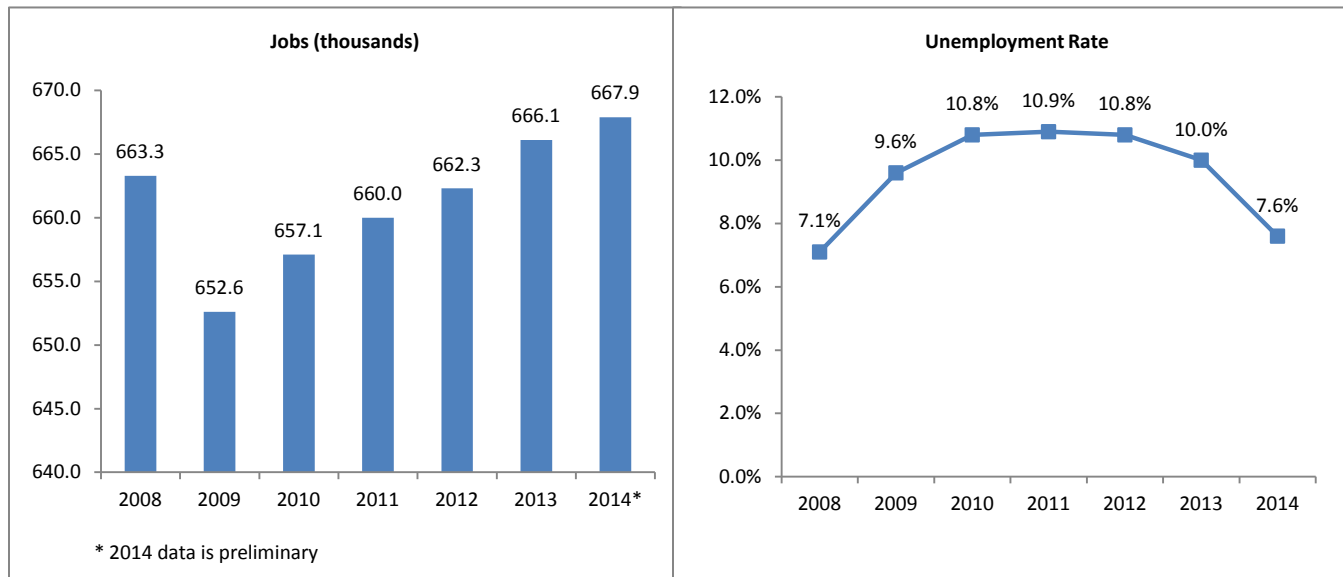
<sup>51</sup> Longwoods International/Tourism Economics

<sup>52</sup> "New Ranking of Best U.S. Cities for Public Transit", Walkscore (2015), <https://www.walkscore.com/cities-and-neighborhoods/>

<sup>53</sup> Greatist, "20 Best Cities for 20-Somethings," (October 15, 2014), <http://greatist.com/health/20-best-cities-20-somethings>

the municipality's practices are to LGBT people, and named Philadelphia one of the only 38 cities out of 353 cities evaluated that earned an MEI of 100 points.<sup>54</sup>

Signs of an economic recovery after the recession are also apparent in recent development and construction projects. Several major hotel projects are underway in Center City, including the planned Kimpton, SLS International, and the combined W and Element hotels, which will expand hotel capacity in Center City. Comcast's new Innovation and Technology Center, Philadelphia's future tallest-tower, to be built in Center City by 2017, will recast the architectural blueprint of the technology industry from sprawling suburban campuses to an urban media center, bringing not only Comcast, but also two TV stations and technology startups under one roof in the heart of the city.



As mentioned in the National and Local Economic forecast starting on page 18, the outlook for growth is accompanied by an improved outlook for the national unemployment rate. Since 2009, jobs in Philadelphia have increased by 15,300 and are at the highest level since 2008. The Unemployment rate has also improved, currently 7.6%, just slightly above the 2008 unemployment rate of 7.1% and from a high of 10.9% in 2011.

In 2014, the City created the Philadelphia Land Bank, a new agency whose mission is to return vacant and tax delinquent property to productive reuse. Philadelphia is the largest city in the country with a Land Bank. According to its Strategic Plan<sup>55</sup> released in October 2014 and approved by City Council, the Land Bank will consolidate many of the land acquisition and disposition processes of the City under one umbrella, making it easier for private individuals and organizations to acquire properties that contribute to neighborhood disinvestment and turn them into assets for the community in which they are located. The Philadelphia Land Bank possesses a number of tools that will enable it to help return derelict properties to productive use. The Land Bank can:

- Acquire tax-delinquent properties through tax foreclosure
- Clear the title to those properties so that new owners are not burdened by old liens

<sup>54</sup> The Municipality Equality Index rates municipalities on 47 criteria in six categories such as non-discrimination laws, relationship recognition, municipal employment practices, city services, law enforcement, and municipal leadership such as the city's relationship with the LGBT community. Municipalities could earn an MEI out of 100 possible points with the ability to earn 20 bonus points for programs not applicable to other areas. In 2014, Philadelphia earned 16 bonus points up from 13 points in 2013. More information on the MEI can be found at <http://www.hrc.org/campaigns/municipal-equality-index>

<sup>55</sup> [Proposed Land Bank Strategic Plan](#)

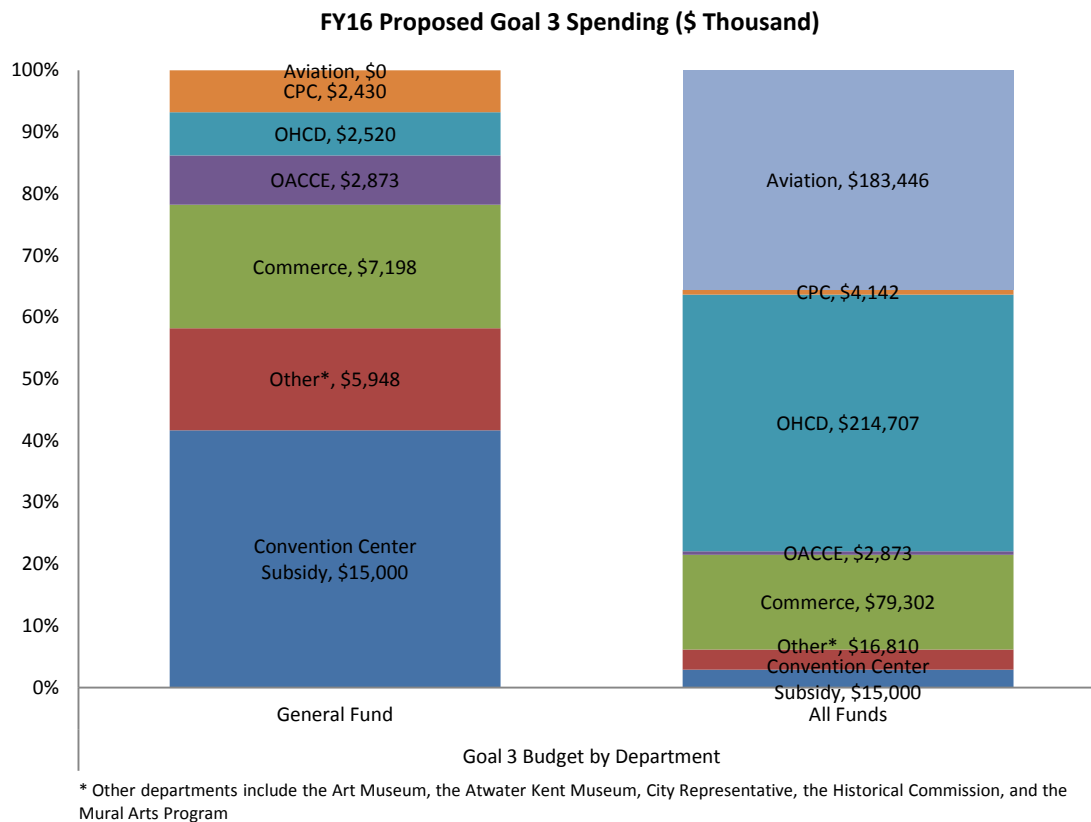
([http://www.philadelphialandbank.org/assets/ProposedLandBankStrategicPlan\\_ExecutiveSummary\\_103014.pdf](http://www.philadelphialandbank.org/assets/ProposedLandBankStrategicPlan_ExecutiveSummary_103014.pdf))

- Consolidate properties owned by multiple public agencies into single ownership to speed property transfers to new, private owners
- Assist in the assemblage and disposition of land for community, nonprofit and for-profit uses

Prior to the creation of the Land Bank, the Nutter administration took significant steps to address the large numbers of vacant properties in Philadelphia. Comprehensive policies have been developed governing the disposition of the nearly 10,000 publicly owned properties, including criteria for dispositions at nominal cost. Through the Philadelphia Redevelopment Authority, a website has been established that lists all available properties, including the size, zoning and price, online. For the first time, a single point of entry has been created for members of the public seeking to acquire property, eliminating the need for the public to determine property ownership before expressing interest.

### Budget Trends: Operating Budget

As shown in the chart below, Goal 3 comprises roughly 1% (\$36 million) of the City's General Fund budget and 6.4% (\$516 million) of the City's total operating funds. The departments and agencies that are primarily focused on achieving the outcomes under this goal are the Division of Aviation (35.5% of total Goal 3 all funds spending) Office of Housing and Community Development (4136%), Department of Commerce (15.4%) including Economic Stimulus funds, the City's contribution to the Convention Center (2.9%), the City Planning Commission (0.8%), and the Mayor's Office of Arts, Culture and the Creative Economy (<1%), the Art Museum (<1%), the Atwater Kent Museum (<1%), the Office of the City Representative (2.3%), , the Historical Commission (<1%), and the Mural Arts Program (<1%). Below we describe each of these department's accomplishments and budget and performance trends. As of the FY15 Current Projection, the funding for Goal 3 for all funds has decreased by 23.1% and will increase by 15.0% in FY16 year over year.



Department	Fund	FY08 Actual	FY15 Current Projection	FY15-FY08 Change	FY16 Proposed Budget	FY16-FY15 Change
Art Museum	General	2,500,000	2,550,000	2.0%	2,550,000	0.0%
	Other*	240,000	0	-100.0%	0	0.0%
	Total	2,740,000	2,550,000	-6.9%	2,550,000	0.0%
Atwater Kent Museum	General	306,702	293,200	-4.4%	293,498	0.1%
	Other*	0	0	0.0%	0	0.0%
	Total	306,702	293,200	-4.4%	293,498	0.1%
Aviation	General	0	0	0.0%	0	0.0%
	Other*	114,926,623	168,324,000	46.5%	183,445,841	9.0%
	Total	114,926,623	168,324,000	46.5%	183,445,841	9.0%
City Planning Commission	General	3,348,132	2,379,667	-28.9%	2,429,778	2.1%
	Other*	746,723	1,042,573	39.6%	1,712,067	64.2%
	Total	4,094,855	3,422,240	-16.4%	4,141,845	21.0%
City Representative	General	N/A	1,029,351	N/A	1,033,931	0.4%
	Other*	N/A	14,220,068	N/A	10,861,802	-23.6%
	Total	N/A	15,249,419	N/A	11,895,733	-22.0%
Commerce	General	13,629,152	4,080,408	-70.1%	7,197,794	76.4%
	Other*	63,942,905	68,565,761	7.2%	72,104,702	5.2%
	Total	77,572,057	72,646,169	-6.4%	79,302,496	9.2%
Historical Commission	General	404,836	419,781	3.7%	424,560	1.1%
	Other*	0	0	0.0%	0	0.0%
	Total	404,836	419,781	3.7%	424,560	1.1%
Mural Arts Program	General	1,128,875	1,463,579	29.6%	1,646,016	12.5%
	Other*	0	0	0.0%	0	0.0%
	Total	1,128,875	1,463,579	29.6%	1,646,016	12.5%
OACCE	General	N/A	3,972,593	N/A	2,872,855	-27.7%
	Other*	N/A	0	N/A	0	0.0%
	Total	N/A	3,972,593	N/A	2,872,855	-27.7%
OHCD	General	5,200,000	2,570,000	-50.6%	2,520,000	-1.9%
	Other*	149,244,512	163,255,202	9.4%	212,187,284	30.0%
	Total	154,444,512	165,825,202	7.4%	214,707,284	29.5%
<b>Goal 3 Departments</b>	<b>General</b>	<b>26,517,697</b>	<b>18,758,579</b>	<b>-29.3%</b>	<b>20,968,432</b>	<b>11.8%</b>
	<b>Other*</b>	<b>329,100,763</b>	<b>415,407,604</b>	<b>26.2%</b>	<b>480,311,696</b>	<b>15.6%</b>
	<b>Total</b>	<b>355,618,459</b>	<b>434,166,183</b>	<b>22.1%</b>	<b>501,280,128</b>	<b>15.5%</b>

\* Other Funds includes County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

### Budget Trends: Capital Budget

Capital investment in Goal 3 related departments consists of Department of Commerce, the Division of Aviation, the Art Museum, and the Zoo. The total FY16 Capital budget allocates \$25.7 million in City funding consisting of General Obligation bonds and prefinanced loans for capital improvements to these Departments and \$132.3 million over the six-year capital program. The Commerce Department's allocation is budgeted to have a slight decrease of 2.4% (\$500,000) in City funding in FY16 compared to FY15. The Division of Aviation finances capital improvements through self-sustaining revenue bonds and self-sustaining operating revenue in the capital budget. The Art Museum will be allocated an increase of 50% (\$1.5 million) in City funding largely in support of basic infrastructure improvements for life-safety and operational purposes, in support of its multi-year facilities master plan. The Zoo's allocation in FY16 is budgeted to increase by 41.2 % (\$350,000) in City funding for their infrastructure projects, envelope exterior improvements and security projects.

Department	Source of funding*	FY08 Budget \$	FY08-FY13 Budget	FY15 Budget \$	FY15-FY20 Budget	FY16 Proposed Budget	FY16-FY21 Proposed Budget	FY16-FY15 change**
		Thousand	\$ Thousand	Thousand	\$ Thousand	\$ Thousand	\$ Thousand	\$ Thousand
Commerce	City funding	2,295	14,615	20,500	76,250	20,000	101,850	-500
	Total	134,363	215,623	134,441	225,091	111,534	207,784	-22,907
Aviation	City funding	0	0	0	0	0	0	0
	Total	922,310	3,678,060	1,208,531	4,154,079	848,529	2,969,814	-360,002
Art Museum	City funding	500	3,500	3,000	20,000	4,500	21,000	1,500
	Total	2,362	5,362	4,101	21,101	8,601	25,101	4,500
Zoological Gardens	City funding	0	2,500	850	7,260	1,200	9,460	350
	Total	1,327	3,827	8,281	28,191	7,458	39,218	-823
<b>Goal 3</b>	<b>City funding</b>	<b>2,795</b>	<b>20,615</b>	<b>24,350</b>	<b>103,510</b>	<b>25,700</b>	<b>132,310</b>	<b>1,350</b>
<b>Departments</b>	<b>Total</b>	<b>1,060,362</b>	<b>3,902,872</b>	<b>1,355,354</b>	<b>4,428,462</b>	<b>976,122</b>	<b>3,241,917</b>	<b>-379,232</b>

\* City funding consists of General Obligation bonds, prefinanced funds, and new PICA funds. Total funding includes various funding sources such as new General Obligation bonds; prefinanced funds; PICA funds; federal, state and private funds; carryforward funds; other government funds; City self-sustaining funds; and other City sources.

\*\* Change in total capital funds could reflect a change in spending of carryforward from all sources as well as a change in receipt of new funding from all sources.

## PHILADELPHIA MUSEUM OF ART

**Mission:** To connect people with art and preserve and present inspiring works now and for generations to come. The City of Philadelphia owns the Museum building, the Rodin Museum building, the Ruth and Raymond G. Perelman building and the two historic houses in Fairmount Park that are operated by the Museum (Mount Pleasant and Cedar Grove).

**Budget Trends:** The Philadelphia Museum of Art's General Fund budget has increased slightly since FY08 and is proposed to remain at \$2.55 million in FY16.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	500	2,500,000	2,550,000	2,550,000	2,550,000	0	0.0%
	Total	2,500,000	2,550,000	2,550,000	2,550,000	0	0.0%
	Positions	0	0	0	0	0	0.0%
Other*	500	240,000	0	0	0	0	0.0%
	Total	240,000	0	0	0	0	0.0%
	Positions	0	0	0	0	0	0.0%
All	500	2,740,000	2,550,000	2,550,000	2,550,000	0	0.0%
	Total	2,740,000	2,550,000	2,550,000	2,550,000	0	0.0%
	Positions	0	0	0	0	0	0.0%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, HealthChoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** The Philadelphia Museum of Art (the Museum) has an internationally renowned collection of more than 227,000 works of art, spanning 2,000 years, which include European and American paintings, prints, drawings and decorative arts. The Museum is a Philadelphia icon, ranked among the top 25 favorite buildings within the United States and its collections, exhibitions and programs attract regional, national and international tourists.

### Accomplishments & Initiatives

**Increasing Access and Strengthening Community Ties:** Increasing access and strengthening the Museum's relationship with the community remains one of its highest priorities, with the development of new audiences and civic engagement as key objectives. The first Sunday of each month is designated as a "family day" at the Museum. The Museum's "Pay What You Wish" general admission policy on these first Sundays and each Wednesday evening guarantees that all visitors will have access to the Museum's collections and programs without concern regarding the usual admission charges. At all times, children who are 12 years of age or younger are

admitted to the Museum free of charge, and the Museum provides discounts for students and seniors every day. Approximately 85,000 schoolchildren and 200,000 adults participate in the Museum's education programs annually. The Museum receives 750,000 to 1,000,000 visitors annually.

**Focus on Education:** The Museum is actively participating in the education of the city's youth. In 2014, nearly 17,000 students visited the Museum for school tours. In addition, classroom groups from Philadelphia's public schools participate without charge in the Museum's extensive K-12 education



programs and after-school offerings; the Museum provides free admission and tours for all public students.

Over the past year, the staff and Board of Trustees have put a renewed focus on the Museum's educational mission – especially as this pertains to Philadelphia's schools – placing a greater emphasis on civic engagement and the role that the Museum plays in the continuing revitalization of the community and most importantly the Museum's responsibility to engage and educate the community. The Museum has also turned a keen focus on audience development and how the Museum represents Philadelphia globally; rebranding the Museum as one of the city's most significant "world class" assets, and a magnet for cultural tourism.

The Museum will also continue its partnership with the Virginia Harvey Kimmel Family Team program by offering any teenager living in Philadelphia with a year of free admission as part of the Students at Museums in Philly Initiative. In August 2014, Mayor Nutter, the Greater Philadelphia Cultural Alliance, Fun Safe Philly Summer, and the Mayor's Office of Arts, Culture and the Creative Economy hosted an end of summer dance party and the launch of the Students At Museums in Philly (STAMP) Pass program. The STAMP Pass is free to all Philadelphia high school students and provides free admissions to select Philadelphia museums. While in its first year, the program began with a goal of enrolling 1,000 students, it was announced by the end of the summer of 2014 that more than 11,000 teens have enrolled in STAMP.

Additionally, the Museum's relationship with The Free Library is particularly notable, with a more than decade-long programming partnership between the Museum and the Free Library's Summer Reading Program. Each year, a group of dedicated Museum Educators and Education Interns take art-themed lessons on the road to each of the Free Library's fifty neighborhood branches. In 2013, this experience included an arts lesson focused on that summer's Art Splash exhibition, "Witness: The Art of Jerry Pinkney",

an engaging retrospective on the work of Philadelphia-born, award-winning illustrator Jerry Pinkney. Each student also received a specially created teaching poster as well as a free Return Museum Pass, good for that student plus up to eight family members or friends to visit Art Splash in person. More than 5,000 Philadelphia children and families redeemed these passes in 2013. With plans to once again offer Art Splash-themed content and return passes to Summer Reading Program participants in 2014, 2015, and beyond, the Museum anticipates a continued annual Art Splash/Free Library partner return rate of 5,000 - 7,500 individuals per year.

**Building Upgrades:** In FY16, \$4.5 million is recommended for interior and exterior renovations at the Museum. In FY15, the City pledged a six-year \$20 million commitment of City funds to fund the Museum's Facilities Master Plan. The FY16 Proposed Capital budget is \$1.5 million over the \$3 million commitment that was established in the prior fiscal year. The additional \$1.5 million in FY16 and in FY17 is to match a second State grant that was received. The Philadelphia Museum of Art is implementing a multi-year Facilities Master Plan, which includes the renovation and restoration of the City-owned landmark Main Museum building, which is now 86 years old and in need of critical upgrades and renovations. The Master Plan will provide critical support to the Museum for the Core Project, which is the next phase of the Museum's comprehensive Facilities Master Plan as well as upgraded elevators, new passenger elevators, IT and security upgrades and a new cistern, which would reduce the water consumption and improve the museum's storm water management system.

The Museum maintains and upgrades the buildings under its care. The development and on-going implementation of the Core Project for the historic main building remains an important goal and is a key project within the Museum's Facilities Master Plan for reaching the goal of reducing utility expenses and usage in the other City-owned facilities. In the past few years, the Museum has made significant

investments into the Park House, Cedar Grove and the Rodin Museum on the Parkway. Cedar Grove has received much-needed repairs to its roof and exterior walls. In the Rodin Museum, the Museum brought Paul Cret's elegant setting for the largest collection of works by August Rodin back to life just as the Barnes Foundation opened, and in advance of the centennial celebration of the Benjamin Franklin Parkway.

Additionally, the Museum will initiate a project for the main museum building to relocate and upgrade electrical, security, and IT systems within the main building, which were constructed in the 1970's, that are now inefficient. New electrical equipment is far more efficient and would significantly reduce the Museum's electrical energy consumption as well as increase building safety. In FY14, electrical energy costs for the Museum's main and Perelman buildings totaled \$1.5 million. This project will upgrade one third of the electrical rooms in the main museum building. Step-down transformers and other electrical switchgear for the new electrical rooms will be about 20% more efficient compared to the current system.

**Inside/Out Masterpieces:** The Museum received a two-year grant (\$156,020 in the first year and 183,020 in the second year) from the Knight Foundation to have 80 high-quality reproductions of Museum masterpieces temporarily installed in outdoor spaces in and around Philadelphia during the Spring and Summer 2015, 2016 campaigns. The project's goal is to facilitate everyday interactions with art and add to the beauty and vitality of those communities.

**Art-Reach:** Art-Reach, a Philadelphia-based arts accessibility non-profit, is leading a new city-wide initiative to bring ACCESS cardholders (Pennsylvania residents who manage their public cash and food benefits with a state-issued card) and their families into Philadelphia's exciting cultural venues. Beginning in 2015, ACCESS cardholders are invited to visit participating museums, science centers, gardens, and historic sites at the deeply discounted rate of \$2. Art-Reach's mission is to connect underserved audiences

to cultural experiences so that they may enjoy and benefit from the transformative power of the arts.

## CITY PLANNING COMMISSION

**Mission:** To guide the orderly growth and development of the city through the preparation and maintenance of a Comprehensive Plan; to prepare the City's annual Capital Program and Budget based on this comprehensive plan; and to recommend action on current or proposed land use policies.

**Budget Trends:** The City Planning Commission has seen a 39% decrease in its General Fund appropriation since FY08 due to budget cuts in FY09 and FY10. The

FY16 Proposed Budget is slightly higher than the FY15 Current Projection due to employee salary increases resulting from the settlement of union contracts.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	2,990,671	2,192,556	2,259,423	2,309,534	50,111	2.2%
	200	305,711	72,118	79,592	79,592	0	0.0%
	300/400	51,750	37,404	40,652	40,652	0	0.0%
	Total	3,348,132	2,302,078	2,379,667	2,429,778	50,111	2.1%
	Positions	44	30	32	32	0	0.0%
Other*	100	333,083	374,167	401,867	755,261	353,394	87.9%
	200	413,052	301,048	640,388	955,206	314,818	49.2%
	800	588	318	318	1,600	1,282	403.1%
	Total	746,723	675,533	1,042,573	1,712,067	669,494	64.2%
	Positions	2	3	5	5	0	0.0%
All	100	3,323,755	2,566,723	2,661,290	3,064,795	403,505	15.2%
	200	718,762	373,166	719,980	1,034,798	314,818	43.7%
	300/400	51,750	37,404	40,652	40,652	0	0.0%
	800	588	318	318	1,600	1,282	403.1%
	Total	4,094,855	2,977,611	3,422,240	4,141,845	719,605	21.0%
	Positions	46	33	37	37	0	0.0%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** The City Planning Commission guides growth and development of the city through a variety of planning activities including district planning, neighborhood planning, urban renewal planning, citizen outreach, and transportation studies related to community development. Additionally, the City Planning Commission deals with critical citywide policy issues and planning opportunities in the areas of housing and demographics, transportation, economic development, and public health, and prepares the City's annual Capital Program and Budget. As part of this task, the City Planning Commission reviews plans for new development, and examines the implications of such plans with respect to the Zoning Code, Land Subdivision Ordinance, federal and State environmental regulations, and other City and State land use controls.

**Performance Trends:** The City Planning Commission continues to increase citizen engagement in the city planning process. Participants in *Philadelphia2035* and in the Citizens Planning Institute continued to increase in FY14 (28% and 41%, respectively), and counts for the first half of FY15 are on target to meet or exceed

FY15 goals. In FY14, nearly 31,000 people received information from, or provided input into, *Philadelphia2035* across all forms of participation, and 485 people participated in activities sponsored by the Citizens Planning Institute (CPI). This data indicates growing interest by residents in the future of their

communities. The addition of specialized CPI training for Registered Community Organizations in the first quarter of FY15 is a new way of further

institutionalizing citizen engagement in the work of the Planning Commission.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Number of Philadelphia2035 participants per year*	N/A	24,221	30,873	27.5%	12,924	21,624	67.3%	30,000	30,000
Number of CPI participants per year**	N/A	345	485	40.6%	155	155	0.0%	363	400

\* Philadelphia2035 participants across all outreach platforms, including public-meeting attendance, unique visits to phila2035.org website and blog, Facebook and Twitter followers, plus a new platform for virtual mapping called StoryMaps, introduced in FY15Q2.

\*\* Citizens Planning Institute (CPI) class registrants, instructors, annual graduation attendees, and individuals attending training sessions for Registered Community Organizations.

## Accomplishments & Initiatives

**Philadelphia2035 Comprehensive Plan:** Philadelphia2035 is the City's first comprehensive plan since 1960 to align municipal, private, institutional, and civic resources toward common physical development goals. As a part of the Integrated Planning and Zoning Process, the CPC sought to institutionalize the City's comprehensive planning process, so that it is updated, maintained and renewed on a continuing cycle. The first phase of Philadelphia2035, the Citywide Vision<sup>56</sup>, was adopted in June 2011. The Commission is now engaged in a series of 18 district plans, addressing land use, zoning, urban design, "healthy community," capital facility and other physical infrastructure issues. Each district plan involves extensive civic outreach and public participation. Since FY11, eight of 18 district plans have been adopted. These plans inform zoning changes in neighborhoods and help align capital spending by the City with Budget recommendations. During FY14 and FY15, the Commission has continued to work on zoning remapping as a component of the district-planning process. More than 6,500 acres of land have been proposed for remapping to correct improper, out-of-date zoning or to advance the vision of a district plan.

By January 2016, it is anticipated that the CPC staff will have completed 12 of the 18 Philadelphia2035 district

plans. Work is now underway on four of these remaining district plans: River Wards, South, North Delaware, and Lower Southwest. These districts are important from a zoning remapping perspective, because each has a legacy of industrial land (both active and inactive), waterfront access, and traditional neighborhoods that may require corrective rezoning or "zoning to advance the plan" in order to achieve future development goals. In addition, this ongoing work continues to broaden the participation of City residents in planning for the future of their neighborhoods.

**Citizens Planning Institute (CPI):** Created in 2010, the CPI educates and engages the public in planning and development matters that affect their communities. Largely funded by grants, CPI helps empower Philadelphians to take a more proactive and informed role in shaping the future of their city through a better understanding of planning, zoning, and the development process. Each spring and fall, the CPI offers three "core" courses and a series of electives focusing on specific planning and urban design topics. To date, the Institute has graduated 270 "citizen planners". During FY14 and FY15, the CPI expanded its reach to new audiences beyond its traditional twice-yearly curriculum to include targeted training for Registered Community Organizations (RCOs). RCOs are a requirement of the new zoning code to ensure appropriate notification of and participation by civic

<sup>56</sup> [Citywide Vision](http://phila2035.org/home-page/city/) (<http://phila2035.org/home-page/city/>)

organizations in the development of their communities. Additionally, the CPI director was recognized in FY15 with a “Planning Leadership Award” from the Pennsylvania Chapter of the American Planning Association.

**Implemented a New Zoning Code:** In December 2011, Mayor Nutter signed into law the first comprehensive revision of the City’s zoning code in 50 years. The new code modernizes the City’s land use and subdivision regulations, streamlines and promotes predictability in development approval procedures, incorporates an open and transparent “civic design review” process, and codifies the role of citizens in the development and approval process. The Commission, in collaboration with the Department of Licenses and Inspections, the Department of Commerce, and the Zoning Board of Adjustment, issued its 2013 One-Year Zoning Code Review<sup>57</sup> with recommendations to “fine-tune” aspects of the code, and City Council adopted a related package of amendments in the fall of 2013. During FY14 and FY15, the City Planning Commission’s zoning remapping process got fully underway, as a means of both correcting obsolete zoning and providing the means for directing proper development according to an adopted district plan. Having up-to-date, correct zoning maps benefits residents, businesses, institutions, and developers alike, by making the process more transparent and predictable.

In FY16, The City Planning Commission aims to advance the zoning remapping process so that an estimated additional 3,000 acres of land across the city are proposed for remapping. Staff works closely with City Council members on preparing and passing remapping bills. These activities make the development process in Philadelphia more transparent and predictable for all.

---

<sup>57</sup> [One-Year Zoning Code Review](http://www.phila.gov/CityPlanning/projectreviews/PDF/OneYearReport.FINAL.pdf)

(<http://www.phila.gov/CityPlanning/projectreviews/PDF/OneYearReport.FINAL.pdf>)

## DEPARTMENT OF COMMERCE

**Mission:** To make Philadelphia a global city where businesses choose to start, stay and grow.

**Budget Trends:** The Department of Commerce's budget not only supports the operations of the department itself, but includes the Division of Aviation (described separately starting on page 147) as well as the City's \$15 million subsidy to the Convention Center. When the Division of Aviation and the Convention Center's subsidy are removed, Commerce shows a 67% decrease from FY08 to its FY15 Current Projection General Fund appropriation due to the separation of the Office of the City Representative from the Department of Commerce in FY09 as well as

cuts that were made during the recession. The FY16 Proposed Budget increases the General Fund allocation by \$1.1 million to fund the Philadelphia Talent Collaborative, a new initiative in partnership with the Mayor's Office of Education which will be managed by the Department of Commerce starting in FY16 and an additional \$2 million for the Economic Stimulus Fund. The total FY16 Proposed Operating budget for the Department of Commerce is 6.5% higher year over year.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	1,052,506	1,837,393	1,925,825	1,943,211	17,386	0.9%
	200	10,282,944	1,627,647	1,627,929	4,727,929	3,100,000	190.4%
	300/400	93,702	26,583	26,654	26,654	0	0.0%
	500	2,200,000	500,000	500,000	500,000	0	0.0%
	Total	13,629,152	3,991,624	4,080,408	7,197,794	3,117,386	76.4%
	Positions	13	27	27	27	0	0.0%
Other*	100	219,464	883,087	891,137	935,454	44,317	5.0%
	200	20,706,255	7,991,318	8,482,624	8,461,248	(21,376)	-0.3%
	300/400	0	1,435	55,000	8,000	(47,000)	-85.5%
	500	43,017,186	56,321,000	59,137,000	62,700,000	3,563,000	6.0%
	Total	63,942,905	65,196,840	68,565,761	72,104,702	3,538,941	5.2%
	Positions	6	4	0	0	0	0.0%
All	100	1,271,970	2,720,480	2,816,962	2,878,665	61,703	2.2%
	200	30,989,199	9,618,965	10,110,553	13,189,177	3,078,624	30.4%
	300/400	93,702	28,019	81,654	34,654	(47,000)	-57.6%
	500	45,217,186	56,821,000	59,637,000	63,200,000	3,563,000	6.0%
	Total	77,572,057	69,188,464	72,646,169	79,302,496	6,656,327	9.2%
	Positions	19	31	27	27	0	0.0%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** The Department of Commerce (Commerce) is the umbrella organization for all economic development activity in the city. Coordinating the work of related agencies, including the Philadelphia Industrial Development Corporation (PIDC) and the Philadelphia Redevelopment Authority (PRA), Commerce leads efforts to attract new companies to Philadelphia, to develop business-friendly strategies to help small businesses and major corporations to succeed, and to facilitate real estate development across the city.

**Performance Trends:** The Office of Business Services (OBS), which provides one-on-one support to businesses and entrepreneurs starting a business in Philadelphia, has become more hands-on with its approach to small businesses by proactively informing small business owners of major issues or policy changes. For example, when new legislation impacting businesses is considered or has been passed, OBS will conduct a workshop and OBS managers will inform and educate businesses in their service area. In addition, OBS has organized strategies to educate the business community, such as a training to educate local Community Development Corporations about updates to tax regulations, licenses, permits, Licenses and Inspections requirements, zoning and other factors that may affect the business community. By determining key needs and areas for education, the number of phone calls and cases has gone down, while OBS has improved in providing consistent information to the business community. In addition, the Department is focusing more on proactive projects to make the City more business friendly, such as forming several business associations and creating cross functional teams from various City agencies to address process constraints faced by businesses, rather than reactive case management. The number of

new business case contacts in decreased between FY13 and FY14 by 14.4% primarily due to the proactive improvements in communicating with the business community. Additionally, the number of OBS cases continues to rise over in the first half of FY15, up 17.7% from the same period in FY14.

The Office of Economic Opportunity continues to increase participation of Minority/Women/Disabled-owned Business Enterprises (M/W/DSBE) businesses in City contracts. The participation rate has been steady at 28%, prompting the Mayor to increase the goal to 30% for FY15. The participation rate for FY14 was 29.1% and is at 29.5% as of the first half of FY15.

Finally, the hospitality industry metrics are strong. While the number of hotels rooms is projected to remain the same in FY15 and FY16, two new properties will be under construction during that time frame: the combined 755 room W/Element Hotel (15<sup>th</sup> and Chestnut Streets) and the new 200 room Kimpton Hotel (18<sup>th</sup> and Vine Streets). The City expects that by the end of 2017 it will have reached its goal of adding an additional 2,500 hotel rooms since 2008. Furthermore, the hotel occupancy rate has remained above the goal of 72% for FY15.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Number of New Business Contacts in DB	N/A	1,874	1,605	-14.4%	699	1,001	43.2%	2,000	2,000
Number of OBS Cases	N/A	562	1059	88.4%	492	579	17.7%	800	680
Percent of Customers Satisfied with OBS Services	N/A	95%	94%	-1.1%	97%	93%	-3.6%	100%	100%
Annual M/W/DSBE Participation*	18.0%	28.0%	29.1%	3.9%	27.3%	29.5%	8.1%	30.0%	30.0%
Number of Hotel Rooms**	10,045	11,238	11,410	1.5%	N/A	N/A	N/A	11,410	11,410
Hotel Occupancy	72.1%	74.4%	73.7%	-1.0%	72.3%	75.9%	5.0%	72.0%	72.0%

\* FY15 Q1-Q2 estimate contains Q1 data only; as of FY12, the OEO report includes quasi-public contracts and deductions for contracts with "few or no" M/W/DSBE participation available

\*\* Number of hotel rooms calculated on an annual basis.

## Accomplishments & Initiatives

**Unemployment Rate Reduced and Jobs Created:** The unemployment rate in Philadelphia is down to 6.2% (December 2014) from a high of 11.6% at the height of the recession (July 2012) and is at its lowest point

since April 2008. Commerce anticipates a further reduction in the unemployment rate and the addition of a variety of new companies and organizations moving to Philadelphia, including EisnerAmper,



Philadelphia Financial, the American Bible Society, Integrichain, and HOK Architects.

The number of Philadelphians employed – currently at 597,682 people - is at its highest for a December since 2001. As of December 2014, there are 20,400 more jobs in Philadelphia than when Mayor Nutter took office in January 2008. Through the efforts of Commerce and its partners, Commerce has retained or attracted 120 companies to Philadelphia representing 4,700 jobs since 2008.

**Implementation of Economic Development Strategy:**

The City's economic development strategy focuses on initiatives and investments that help businesses start, stay, and grow in Philadelphia. The economic development strategy includes efforts to help business start in Philadelphia by supporting entrepreneurs starting businesses, alleviating the tax burden on new businesses, attracting domestic and international businesses and increasing investment capital in the city. In efforts to help businesses stay in Philadelphia, the strategy is continuously reformed to make it easier for businesses to operate and invest in Philadelphia and so that it supports the implementation of the *Philadelphia 2035 Comprehensive Plan* and the City's new zoning code, as described in more detail in the City Planning Commission chapter (page 137). Lastly, the economic development strategy helps spur growth by building capacity in small businesses, expanding opportunities for minority women and disabled-owned businesses and aligning the workforce development system with the needs of the city's economy.

**Tax Reform:** The City continues to take steps to make the city more tax-friendly for new businesses and is working to promote the incentives and tax reductions available to existing companies. Over the past four years, City Council and the Administration have supported these reforms designed to lessen the tax-burden on Philadelphia businesses and give advantages to locating a business in the city:

- Since January 1, 2012, new businesses and entrepreneurs have been fully exempt from the

Business Income and Receipts Tax (BIRT) for the first two years of operation if they create three new jobs in their first year and six in their second.

- Since January 1, 2012, all fees have been waived for qualifying new businesses for a variety of licenses and registrations.
- A \$5,000 tax credit, or a credit of 2% of the annual wages paid, has been available for each qualifying new job since January 2013. For jobs created in 2015, the credit is \$25,000 per job, earned in \$5,000 increments over 5 years.
- A \$4,000 tax credit towards the gross receipts portion of the BIRT will be for certified sustainable businesses for tax years 2012 through 2017.
- As of January 1, 2014, the commercial activity fee has been eliminated for all businesses.
- A phased-in exemption of the first \$100,000 in gross receipts and a proportionate share of net income from the BIRT also started January 1, 2014 at \$50,000 and will be fully implemented by 2016, providing substantial tax relief to all businesses.

Looking forward, the following tax-reform measures are scheduled to be implemented:

- The net income portion of the BIRT tax will move from being based on the amount of sales, property and payroll a company has in the city, to a computation only on Philadelphia-based sales. This reform, known as single sales factor apportionment, lowers the tax burden on Philadelphia-based businesses across all industry sectors. Single sales factor apportionment was implemented in 2015 and is expected to remove a "disincentive" to remain in the City.
- The Wage Tax rate, which was lowered to below 4% for residents for the first time since the 1970s under the Nutter Administration, will be lowered to 3.7976% for residents and 3.3825% for non-residents by FY19.
- The net income portion of the BIRT will be lowered to 6.25% by FY19.

**Supporting Start-Ups:** Startup PHL was launched in October of 2012 as a new joint initiative between Commerce and PIDC to support startups and

entrepreneurs in Philadelphia. Components include a \$6 million public/private venture fund with leading venture capital firm First Round Capital that invests in Philadelphia-based startups and a “Call for Ideas” grant program through Commerce that offers \$500,000 for proposals that support entrepreneurs and startups in Philadelphia. The fund has made investments in six Philadelphia startups to date and the third round of “Call for Ideas” grants will be announced in early 2015.

In October 2013, PIDC and First Round Capital announced a \$200,000 Startup PHL Seed Fund investment in Real Food Works, an e-commerce company that moved to Philadelphia in May 2013, in part as a result of the Startup PHL investment. In January 2014, Poptent was the latest tech firm to move to Philadelphia, bringing 27 jobs, more than half their 46-person staff, to Center City. Four months prior, Mayor Nutter welcomed Brand.com, which moved its headquarters to Old City, closer to an existing sales office. The Brand.com offices employ more than 100 people. This news is consistent with reports that Philadelphia’s growing tech startup community is attracting attention. A report by Cushman and Wakefield in early 2015 showed that Philadelphia had seen a 30% growth in tech jobs over the last five years, outpacing the surrounding suburbs.



**Attracting New Businesses:** With over 120 new firms moving to the city since 2008 along with 4,700 new jobs, Philadelphia is showing that it has become increasingly attractive for new companies. In January 2015, the American Bible Society announced that it is

relocating its headquarters from New York City to Philadelphia this summer and bringing 200 new employees to the 5<sup>th</sup> and Market Street location. Two other companies announced plans to relocate to Philadelphia. Integrichain, a New Jersey technology company will have 50 employees at its new workspace in Eight Penn Center, and HOK, a global design, architecture, engineering and planning firm with offices on three continents will hire 40 local employees. Last January, Mayor Nutter announced that EcoSave, an energy efficiency firm, would open its U.S. Headquarters at the Navy Yard joining companies such as GlaxoSmithKline, Tasty Baking, and Iroko Pharmaceuticals. The city now boasts 11,500 employees working at the Navy Yard, the most successful re-purposing of a former naval base in the nation. In partnership with PIDC, Commerce participated in a number of business development events including a familiarization tour for prospective developers with Jones Lang LaSalle, Greenbuild 2013 and the International Economic Development Council annual conferences.

**Retail Revival:** Philadelphia has seen great growth in the retail sector over the last year, resulting from a united effort between the Commerce Department, Center City District, PIDC and the broker community to promote Philadelphia as a retail location. In 2013, Collier's International reported Walnut Street retail rents per square foot rose by 33.8% from 2012, the sharpest annual increase among destination retail streets in all U.S. cities. New retailers to the area include Theory, Madewell, Ulta, Athleta and Stuart Weitzman. Higher rents on Walnut Street are stimulating upscale tenancies on nearby Chestnut Street. Allen Edmonds and Camper opened new stores in 2013, Nordstrom Rack and Joan Shepp, and Banana Republic Factory Outlet located on Chestnut Street in 2014. Over the next year, Commerce will continue to promote Chestnut Street east of Broad Street as well as The Gallery and other properties on Market Street East as some of the best retail opportunities in downtown that are prime for investment.

**International Outreach:** Commerce committed to boosting international business development by creating a new position, Director of International Business Investment, within the Business Attraction & Retention Unit in April 2013. This new role has allowed a continued positive working relationship with local, state, federal and international organizations to attract investments and raise Philadelphia's global profile. Commerce met with over 30 delegations, in fields that range from water technology to medical devices, from more than 20 countries between April and December in 2014. Commerce also established a Consular Corps Desk within the office to continue to foster the fruitful relationship with Philadelphia's dedicated 36 career and honorary consuls who act as Philadelphia's ambassadors to the world and are responsible for attracting international delegations and visitors to Philadelphia. In November 2013, Mayor Nutter and Deputy Mayor Alan Greenberger led a trade delegation of Philadelphia companies to the United Kingdom (11 businesses) and Israel (10 businesses) to promote Philadelphia, attract foreign investment, and help Philadelphia companies establish trade relationships with partners in those key marketplaces. Following the visit to Tel Aviv, ten Israeli startups visited Philadelphia in October 2014 to participate in the Philadelphia Israel Technology Conference and a number of those companies have since returned to Philadelphia and are actively in the process of opening up operations in the city. Mayor Nutter also visited France in July 2014 and as a result of that trip Commerce is working with five French companies who are actively looking to establish operations in Philadelphia.

**Business Retention:** Commerce helped retain and grow major companies considering a move out of Philadelphia, including Beneficial Bank, a major financial services firm, retaining 300 existing jobs and adding 75 new jobs over the next three years in new space at 1818 Market Street; and FMC, a leading specialty chemical company, that signed a 16-year lease for the new FMC Tower at Cira Centre South. The firm will retain 525 current employees, adding 75 positions over the next three years and an additional

100 employees over the coming years. Rapidly expanding retailer Five Below doubled their Philadelphia office space to 60,000 square feet to accommodate anticipated employment growth from 145 positions to up to 280 over the next three years.

**Increase in Real Estate Development:** Real estate development activity is on the rise in Philadelphia. Since January 2014, approximately \$8 billion in construction activity in more than 130 projects has been completed, is under construction, or is in the advanced planning stages. In FY14, major completed projects included the Family Court Building at 15<sup>th</sup> and Arch Streets and five high-end apartment buildings in Center City with a total of over 1,100 units, which reflects a wave of investment in residential development across the city. Higher education institutions, such as the University of Pennsylvania, Drexel University and Temple University, continue to drive development of adjacent residential projects as well as buildings for office and academic expansion. Key projects soon to be completed include two towers providing a mix of office, luxury residential, and student housing by Brandywine Realty Trust at 30<sup>th</sup> Street between Chestnut and Walnut Streets and a new Mormon facility at 17<sup>th</sup> and Vine Streets. The 68,000-square-foot facility will include a Temple, a meeting house, green space, and an underground garage with capacity for 200 parking spaces. Many of these developers have utilized Commerce's Developer Services Program, which streamlines construction-related guidance for large projects.

Looking ahead, several transformative projects are on the horizon. Comcast's new Technology and Innovation Center at Arch Street between 18<sup>th</sup> and 19<sup>th</sup> Streets will become the tallest tower in the Philadelphia skyline and add an estimated 1.5 million square feet of rentable space, 6,500 temporary construction related jobs until the project is complete in 2017 and an additional 1,500 permanent employees for Comcast. The City has committed \$10 million in capital funding over three years (\$2.5 million in FY15 and FY16, \$5 million in FY17), to construct an underground concourse extension beneath 18<sup>th</sup> Street

that will link the existing underground markets to the new tower. The FY16 budget commits the second of the three installments for this project. Also, a new 700-room Convention Center headquarters hotel under the combined W Hotel and Element brands will rise at 15<sup>th</sup> and Chestnut, made possible through Tax Increment Financing (TIF) legislation approved by City Council. Over the next five years, Commerce will continue to promote development along priority corridors such as North Broad Street, Market Street East and the Delaware River waterfront.

**Revitalization of Market East:** The revitalization of Market East is a major priority through FY16. The City has committed a total of \$4 million in funding over FY16 (\$2 million) and FY17 (\$2 million) in the FY16 Proposed Capital budget and Six-Year Capital Program. A new \$230 million mixed-use development, “East Market”, is currently under construction at 11<sup>th</sup> and Market Streets which will include new retail opportunities and an apartment tower with more than 300 units. In January 2015, a new large scale digital sign on the Lits Building was switched on with additional signs due for activation during the coming months. Moreover, Commerce is working in close partnership with the Philadelphia Redevelopment Authority and PIDC on a major overhaul of The Gallery under a joint venture between PREIT and the Macerich Corporation.

**University City:** The City has committed a total of \$2 million in funding over FY16 (\$1 million) and FY17 (\$1 million) to update public infrastructure in support of the planned redevelopment of former School District property in University City.

**Neighborhood Commercial Centers:** In order to promote jobs and economic development, as well as healthy and sustainable communities through increased appeal of an area, revitalizing commercial corridors is crucial to the City becoming a place of choice. The FY16 Proposed Capital budget includes a \$5 million allocation for site improvements at citywide neighborhood commercial centers. Some of the improvements include curb and sidewalk upgrades,

lighting, landscaping and parking in commercial corridors to complement public and private investment. With this City funding, we have the opportunity to revitalize commercial corridors and leverage state funding.

**Reading Railroad Viaduct - Phase I:** The western spur of the elevated, former rail viaduct will be turned into a public amenity and park through a \$7.9 million capital investment comprised of \$900,000 in new City General Obligation funds in FY15 and FY16, \$4.25 million in State funds and \$1.85 million in Private funds. This project will create both temporary and permanent jobs and will stimulate new commercial and housing investment in an area adjacent to Philadelphia’s thriving and expanding downtown and Chinatown neighborhood.

**Waterfront Development:** The Delaware River waterfront has seen tremendous investment since January 2008 at more than \$20 million. Guided by the Delaware River Master Plan, investment in public spaces such as Race Street Pier, Washington Avenue Green, and an expanded trail network are now encouraging private investment through a variety of residential and commercial projects which are under construction or will break ground in the coming year.

**Schuylkill Riverfront Improvements:** In FY16 and FY17 there is \$3 million budgeted in each year in the Proposed Capital budget to leverage other funding for the continued improvement and southward extension of Schuylkill River trails and parks.

**Expanding Opportunities for Diversity and Inclusion:** The Department of Commerce also supports small businesses through its Office of Economic Opportunity (OEO) and the Business Technical Assistance Program (BTAP). OEO is committed to increasing the capacity and participation of M/W/DSE businesses on City, Quasi-Public Agencies, and Federally-funded contracts. The OEO Registry of certified firms has expanded to 2,272 businesses, a 72% increase over 2010.

The Business Technical Assistance Program (BTAP) contracts with six organizations that provide a range of services targeted to businesses on neighborhood commercial corridors, business owners with limited English proficiency, businesses in emerging industries, and other under-served entrepreneurs. In 2014 the City increased the microlending capacity of BTAP providers by providing four one-time Micro-Loan Fund grants through a competitive Request for Proposals.

Commerce funded the grants, which supported lending activities by providing funding for loan-loss reserves and general operating expenses, using remaining funds from the Philadelphia Commercial Development Corporation. The awards were as follows: Finanta \$180,000; Entrepreneur Works \$120,000; The Enterprise Center \$100,000; and Women's Opportunities Resource Center \$100,000.

loans to small businesses. The InStore program, in its first 18 months, has assisted 21 businesses, through forgivable loans averaging \$44,000, in opening or expanding restaurants and retail on neighborhood commercial corridors around the city.



**Expanded Support and Resources for Small Businesses:** In addition to traditional methods of small business support Commerce has aggressively pursued new resources such as Goldman Sachs 10,000 Small Businesses Initiative and the Kiva City program, created new programs such as the Instore Program. The Goldman Sachs 10,000 Small Businesses Initiative in conjunction with PIDC and the Community College of Philadelphia which has served 170 companies since January 2013 has provided new capital and business development support for Philadelphia small businesses. In December 2014, Mayor Nutter announced that Philadelphia would become a Kiva City which will provide crowd-sourced 0% interest



## DIVISION OF AVIATION

**Mission:** To improve, operate and develop premier air transportation facilities to serve the Greater Philadelphia region that deliver superior standards of customer service and excellence while maintaining the highest levels of safety, security, convenience and efficiency.

**Budget Trends:** The Aviation Division is entirely funded by the Aviation Fund. Though it is budgeted under the Department of Commerce, it is overseen by the Deputy Mayor for Transportation and Utilities. As of the FY15 Current Projection, funding has grown by 47% since FY08 largely as a result of increased funding for “pay-as-you-go” capital projects, expanded

maintenance requirements due to new facilities, higher tax obligations and increased unit prices for contractual services and materials. The FY16 Proposed Budget increases Aviation’s budget by an additional \$15.1 million (9%) more than the FY15 Current Projection.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
Aviation Fund	100	39,423,643	39,305,765	42,218,000	46,218,000	4,000,000	9.5%
	200	60,821,416	74,763,014	86,567,000	96,372,841	9,805,841	11.3%
	300/400	8,146,442	8,468,070	10,734,000	12,050,000	1,316,000	12.3%
	500	1,564,801	1,108,774	4,205,000	4,205,000	0	0.0%
	800	4,970,321	7,186,824	24,600,000	24,600,000	0	0.0%
	Total	114,926,623	130,832,446	168,324,000	183,445,841	15,121,841	9.0%
	Positions	776	773	850	850	0	0.0%

**Description of Major Services:** The Division of Aviation is comprised of the Philadelphia International Airport (PHL) and the Northeast Philadelphia Airport. The Division of Aviation operates PHL as a self-sustaining entity and is therefore responsible for the granting of all leases and licenses in the operation and use of its facilities.

**Performance Trends:** The number of PHL outbound passengers increased slightly in FY14 (0.7%) and the trend is continuing in the first half of FY15 relative to the same period in FY14 (1.2%). The cost per enplanement, the amount paid by PHL's signatory passenger airlines for landing fees, per passenger fees, and terminal rents, increased by 11.1% from FY13 to FY14 due to increased operating expenses that resulted in part from severe winter weather, which impacted FY14 costs for personal services (overtime), contractual services, and materials and supplies. Additionally, a settlement with the City's International Association of Fire Fighters Local 22, increased salary and fringe benefits costs, and increases in FY14 debt service also contributed to a higher cost per enplanement. The estimated cost per enplanement for FY15 also increased by 9.6%, in part to accommodate the payroll and fringe benefit costs

attributable to employee salary increases. The Airport experienced a decrease in aircraft operations with the difference entirely attributable to commuter aircraft traffic as PHL's mainline carriers continue to adjust their respective fleet mixes. Operations decreased by 3.8% from FY13 to FY14 and have decreased slightly in the first half of FY15 compared to the same time period in FY14. Cargo activity improved in FY14 by 2.0% and through the first half of FY15 (3.5%). Non-airline revenue, which represents net parking revenue, car rental concession fees, food/beverage/retail concession payments, advertising revenue, ground transportation fees and the airport hotel concessions, increased by 8.9% in FY14 and is up 1.4% in the first half of FY15 compared to the same time period in FY14. Non-airline revenue generation is mainly influenced by enplaned passenger traffic. Increased passenger traffic in FY14 impacted

food/beverage/retail concession, ground transportation and parking revenue. The increase in the estimated revenue for FY15 is based on an analysis

of each revenue source with a projection of continuing growth in non-airline revenue at PHL. The number of Airline gates has remained flat at 126 gates.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Enplaned passengers (million)	16.05	15.22	15.32	0.7%	7.76	7.85	1.2%	15.50	15.50
Cost per enplanement*	\$8.31	\$10.57	\$11.74	11.1%	\$11.74	\$12.87	9.6%	\$12.37	\$13.12
Operations	499,281	438,264	421,549	-3.8%	216,078	213,782	-1.1%	416,000	425,000
Cargo	597,821	416,668	425,206	2.0%	218,214	225,759	3.5%	441,000	440,000
Non-airline revenue (\$ million)	\$121.13	\$103.52	\$112.78	8.9%	\$53.29	\$54.04	1.4%	\$114.18	\$120.00
Retail/beverage sales (\$ million)	\$149.74	\$184.52	\$195.94	6.2%	\$97.41	\$103.29	6.0%	\$191.22	\$202.00
Airline gates	120	126	126	0.0%	126	126	0.0%	126	126

\*The cost per enplanement (CPE), the amount paid by PHL's signatory passenger airlines for landing fees, per passenger fees, and terminal rents

## Accomplishments & Initiatives

**Air Service:** The Philadelphia International Airport (PHL) endeavors to be the region's airport of choice by attracting new airlines to serve the PHL passengers and offering air service to new destinations around the globe. PHL holds the status of being the trans-Atlantic gateway for US Airways/American Airlines, PHL's dominant carrier. US Airways/American Airlines serves an extensive array of international destinations from PHL that has seen ongoing growth in recent years. Most recently, the airline resumed seasonal nonstop service to Shannon, Ireland in 2013. The merger between US Airways and American Airlines in 2013 has created additional opportunities for PHL travelers to access a stronger oneworld global airline network. In 2014, US Airways started new service to Watertown, NY; Charleston, WV; Lexington, KY; Grand Rapids, MI; Memphis, TN; and Fort Wayne, IN.

In April 2014, Qatar Airways commenced service to Doha, the capital city of the Persian Gulf state, making Philadelphia its fifth U.S. city. Qatar Airways is the first foreign flag carrier to start service at PHL in more than two decades, and the first foreign flag carrier to the Middle East from PHL. Qatar Airways marks the fourth airline since 2012 to initiate new service to PHL. In June 2012, Alaska Airlines began one daily nonstop flight from PHL to its main hub in Seattle, Washington. In April 2013, Spirit Airlines announced daily nonstop service between PHL and Dallas-Fort Worth, Texas and

Las Vegas, Nevada, with seasonal daily nonstop service to Myrtle Beach, South Carolina. In May 2013, jetBlue Airways began five daily nonstop flights from PHL to Boston Logan International Airport.

Most recent additions to air service from PHL include Frontier Airlines initiating service to Miami, FL; Orlando, FL; Tampa, FL; and Cancun, Mexico in December 2014 as well as Atlanta, GA; Charlotte, NC; and Chicago O'Hare in March 2015. Frontier also just announced new seasonal daily nonstop service to Minneapolis, Minnesota and Houston, Texas starting April 2015. Beginning in spring 2015, PHL will have two additional daily flights to London Heathrow with Delta Airlines commencing new daily service and American Airlines offering a new morning flight. Spirit Airlines recently announced new service to Chicago O'Hare in April 2015 and Atlanta, Georgia in June 2015. PHL's air service routes and airline providers deliver a global network of traveling options for its business and leisure travelers.

PHL currently offers a generous mix of air carriers that serve over 130 nonstop destinations, including 39 international cities. In alignment with PHL's goal to continually attract new airlines and offer new air service, PHL will continue its efforts to expand its air service offers to underserved domestic and international markets. With the merger of US Airways



and American Airlines, it is expected that more possibilities will open up for direct flights to Latin America and Asia, potentially further expanding the number of flights and destinations for PHL.

**Advancing PHL's Capacity Enhancement Program (CEP) and Capital Development:** The CEP is a complex, long-term multi-billion dollar effort to expand the capacity, improve efficiency, and modernize the facility of the airport in order to maintain Philadelphia's competitive position in the region. The Federal Aviation Administration issued a Letter of Intent to contribute \$466.5 million toward the CEP over the 12-15 year life of the program, making it the agency's second largest single award ever made. In addition to Federal funds, the CEP will be financed by Airport Revenue Bonds, which will constitute two thirds of the funding, and a variety of other funding sources such as user fees and additional grants.



Working with its airline partners, PHL has received approval from the airlines for over \$1.1 billion to advance CEP projects and rehabilitate and repair the Airport's existing infrastructure. Airside improvements related to the CEP include new taxiways, aircraft holding bays, and aprons to allow aircraft to queue more efficiently for departure. In 2014 and 2015, phases of the Stage One Airfield Project got underway with construction of a new taxiway and realignment of another taxiway. The second phase, which is in design, will provide a 1,500-foot extension of Runway 9R-27L that will increase the

total runway length to 12,000 feet, providing the capability to accommodate large, long-haul aircraft flying to any point on the globe. The Stage One Airfield Project is estimated to be complete by the end of 2017 and will cost approximately \$118 million. Additional airfield work that was completed during 2014 included a \$23 million project for the extension of Taxiway K, which has increased aircraft taxi flow between the terminal complex and runways in both east and west operations. This increased efficiency will result in decreased operational costs to the airlines and a reduced impact to the environment as a result of less aircraft fuel burn while taxiing.

PHL will continue to advance the Capacity Enhancement Program (CEP), completing approved projects and forging the path forward for additional projects. The following capital projects are currently in planning and design:

- Stage One Airfield Project Design and construction of a runway extension, new taxiways and aircraft holding bays/aprons to accommodate larger, long-haul aircraft and allow aircraft to queue more efficiently for departure (\$118 million budget );
- Terminal Modernization Program which includes a redesigned and enhanced Terminal B/C ticketing area, which will include a new, automated baggage handling and screening system and a new, more spacious, centralized passenger security screening checkpoint to provide for greater efficiency and enhanced passenger flow (\$247 million budget);
- Replacement of the current rental car facility surface lots with a new, multi-story consolidated car facility (\$321 million);
- An automated people-mover system between concourses (\$30 million design budget);
- The continued rehabilitation of existing airport infrastructure to include security upgrades, roof and window replacements, escalator upgrades, restroom renovations, roadway improvements, concession program enhancements and flight information display system upgrades (\$67 million); and
- Various land acquisition projects

**Expansion and Modernization of Terminals:** Terminal F, one of the busiest terminals at PHL, has been upgraded into the newly revamped and expanded “Central Hub.” Since undergoing a complete makeover, this center of the bustling facility reopened in 2013 and has doubled in size to 60,000 square feet, featuring five times as many food, beverage and retail offerings, and a food court seating area that has grown by 400% to 300 seats. Terminal F is also being expanded and renovated to provide additional facilities for the processing of passengers and baggage and to enhance airline operations. The project reconfigures the terminal and adds approximately 80,000 square feet to the existing 205,000-square foot facility. The expansion will include a new baggage claim building on the arrivals roadway with two baggage carousels; enlarged passenger holdrooms; an enlarged club; crew lounges; additional airline operations facilities; a corridor linking Terminals F and E to allow passengers to move between all Airport terminals without having to leave the secure areas to be rescreened; a redesigned security checkpoint that has additional screening capacity and incorporates the latest screening technology; and other infrastructure improvements. Construction of the baggage claim building and ticketing began in late 2013 and is scheduled to be completed in 2016. The total estimated cost of the Terminal F expansion project is approximately \$160 million, and the work will be LEED (Leadership in Energy and Environmental Design) silver certified.

The Terminal D/E expansion and modernization project will reduce time spent in security lines and provide new concessions and shops for passengers. The first major phase of this \$350 million project, the Terminal D/E Connector, opened in December 2008 featuring a new 14-lane security checkpoint equipped with advanced screening technology and ten new food and retail shops. During 2010, the Airport completed the second and third major phases of the project with the expansion of Concourse E, which included seven new aircraft gates, a 500-seat waiting area, 4,000 square feet of concession space, new men’s, women’s, and companion care restrooms, and new permanent

artwork. Phase three also added a new 9,000 square foot connector building between Bag Claims D and E, which included two new baggage carousels. Renovations to the existing Terminal D and E ticketing lobbies are ongoing and include provisions for twenty additional ticket counter positions and an additional 50,000 square foot baggage makeup area with eight inline explosive detection machines. The Terminal D/E expansion and modernization project is expected to be completed during the summer of 2016.

In December, 2009, the Airport opened a new Cell Phone Waiting Lot, which is easily accessible from I-95 and Route 291. The free lot features 150 parking spaces (making it one of the largest waiting areas in the country), electronic flight information boards, new lighting, and is approximately a minute’s drive to the baggage claim areas.



**Leadership in Diversity & Inclusion:** PHL continues to show its leadership in diversity and inclusion through its contract awards, outreach events and accolades. Since 2009, PHL has consistently achieved or surpassed its established federal triennial Disadvantage Business Enterprises (DBEs) goals. In 2014, the Airport exceeded its established federal DBE participation goal of 14.4% by awarding approximately \$10 million or 18.7% worth of federally funded contracts to DBEs. In addition to its federal DBE program, PHL’s Airport Concession Disadvantaged Business Enterprise (ACDBE) Program achieved 31.3% ACDBE participation in 2013 compared to 7.3% that

was achieved in 2008. This represents over \$48 million in concession sales for ACDBEs over the six-year period. While PHL is required to follow federal participation goals rather than those of the City's Minority/Woman/Disabled Business Enterprise Program, PHL surpassed the Mayor's overall citywide departmental goals of 25% in 2014 by achieving 26.0%.

In October 2014, PHL held a Business Opportunity Forum that was attended by nearly 500 business representatives. Attendees learned about the opportunities at the Airport, received instructions on how to respond to Request for Proposals and Invitation for Bids, and gained an understanding of diversity certification requirements and responsibilities. The event concluded with a networking session connecting prime contractors with minority firms. In addition, attendees had the opportunity to become familiar with the Airport's recently launched Job Portal website, [www.phljobportal.org](http://www.phljobportal.org). The site is a resource for both employers needing to fill positions and individuals seeking employment with PHL, and other related airport entities such as concessions, airlines, car rental companies, as well as federal agencies, such as the Transportation Security Administration (TSA).

Since 2008, the Airport has received numerous accolades in recognition of its achievements in supporting DBEs in all areas of Airport development, construction, contracting, leasing, management and employment. In FY14, the Women's Transportation Seminar (WTS) Philadelphia Chapter named PHL the recipient of its 2013 Diversity Award. This award honors an individual, group, or organization that has made significant contributions in promoting diversity and cultural awareness within their organization, the transportation industry, or in a project or activity that supports the goals and mission of WTS. Additionally, PHL was the recipient of the Airport Architectural, Engineering, and Construction Award presented by the Airport Minority Advisory Council at its business diversity conference in June 2014. This award is given to an airport that has met or exceeded DBE

participation goals over two or more years in an architectural, engineering, or construction project.

**Environmental Stewardship:** PHL is committed to maintaining safe and green conditions for the City of Philadelphia and its passengers traveling through PHL. Following the adoption of the Airport's Environmental Policy Statement, PHL completed an Environmental Stewardship Plan in 2008, which outlines measures to protect, preserve and enhance the environment during all stages of Airport projects. This includes actions to be taken during design, construction and operational activities. In 2009, PHL implemented a Compliance-Focused Environmental Management System. This tool tracks data pertaining to air/water quality, storm water, energy, noise, recycling, and solid/hazardous waste, and effectively managing sustainability efforts at PHL.

PHL partnered with US Airways and United Airlines in the purchase of electrical Ground Support Equipment (eGSE), including baggage tractors and belt loaders. The energy efficient, environmentally friendly eGSE produces zero emissions, thereby helping to reduce harmful greenhouse gases and air pollutants, such as nitrogen oxide, that are ozone precursors. This project was funded using grants from the federal and state governments totaling approximately \$18.2 million. PHL has embarked on additional emissions reduction projects since 2008 including purchasing hybrid vehicles, and installing electric ground power units and pre-conditioned air units at various locations throughout the Airport. The Airport has expanded recycling to the SEPTA platforms, cell phone lot, employee lot, and smaller tenants, and is using environmental messaging on its shuttle buses. In addition to standard recycling products, PHL collects electronics, batteries, fluorescent lamps and miscellaneous materials. As a result, more than 20% of waste from the terminals, warehouse, and office space is sent to recycling plants, as opposed to landfills.

**Enhancing the Customer Experience:** PHL has continuously enhanced the customer's experience at

the Airport through its Exhibitions, Just Plane Fun, Hospitality and Concessions programs. PHL has one of the largest, award winning airport art programs in the country. PHL's Exhibitions Program has presented more than 325 exhibits featuring a variety of themes in various mediums and art forms. The Airport's art program was implemented in 1998 to enhance the airport experience for the traveling public through visual arts and to provide visibility for regional artists and art institutions. PHL's Exhibitions Program provides millions of visitors from around the world access to a wide variety of art forms by artists and arts institutions from the Philadelphia area. In 2014, the Arts & Business Council of Greater Philadelphia presented PHL with the Business & Arts Partnership Award for its acclaimed Exhibitions Program. In 2013, USA Today voted PHL one of the Top 3 Best Airport Art Programs in the United States.

Just Plane Fun, the Airport's summer-long customer appreciation program, debuted in 2010. Designed to enhance the airport experience for travelers during the busy summer vacation season, Just Plane Fun offers free daily entertainment and activities for travelers of all ages, such as beauty makeovers, photo booths and magicians. The program also offers frequent promotional item giveaways, and an end of summer raffle with great prizes.

To make unplanned overnight stays at the Airport more comfortable for travelers, the Airport introduced its Enhanced Hospitality Program in 2012. The initiative created designated sleeping zones and passengers are provided cots, disposable pillows and blankets as well as vanity kits with personal care items.

The Airport's food, beverage and retail program, featuring some 170 local and national name brand eateries and shops, has been consistently recognized as one of the best in the industry. Since 2008, the concessions program has won numerous awards including Best Specialty Retail Program, B/C Connector

(Airports Council International – North America, 2011), Airport with the Best Concessions Management Team, Large Airport Division (Airport Revenue News, 2011), and Highest in Overall Passenger Satisfaction Amenities/Food & Shops, Large Airport Division (JD Power and Associates, 2008).

**Facility Maintenance/Asset Management:** To optimize PHL operations and keep assets running at peak performance, PHL is embarking on implementing an upgraded version of Maximo, a state-of-the-art computerized maintenance management system. This project is the cornerstone of a larger enterprise asset management initiative to improve the performance of Airport facilities, effectively allocate resources, promote cost-effective decision making and enhance customer service through faster response, enhanced communication tools and more reliable facilities. The implementation has been divided into three phases which will take approximately two years to complete. Best practices and lessons learned have been incorporated into business processes, system design and implementation plan in order for PHL to achieve its objectives. The project is expected to cost approximately \$6.75 million and plus ongoing operating costs that will be funded through Aviation's commercial paper program.

## HISTORICAL COMMISSION

**Mission:** Established in 1955, the Philadelphia Historical Commission is the City of Philadelphia's regulatory agency responsible for ensuring the preservation of historically significant buildings, structures, sites, objects, interiors and districts in Philadelphia.

**Budget Trends:** As of the FY15 Current Projection, the Historical Commission's General Fund budget is 3.7% higher than it was in FY08. The FY16 Proposed Budget

increases the Historical Commission's budget by 1%, mostly driven by employee salary increases due to settlements of union contracts.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	336,837	347,973	417,992	422,771	4,779	1.1%
	200	61,998	942	980	980	0	0.0%
	300/400	6,002	789	809	809	0	0.0%
	Total	404,836	349,704	419,781	424,560	4,779	1.1%
	Positions	6	6	6	6	0	0.0%

**Description of Major Services:** The Philadelphia Historical Commission identifies and designates historic resources to be listed on the Philadelphia Register of Historic Places. The Register currently includes more than 23,000 properties and 15 historic districts.

### Accomplishments & Initiatives

**Streamlined Processes:** Since FY08, the Historical Commission (the Commission) has researched approximately 23,000 properties to convert the Commission record-keeping system to City-standard street addressing, thereby streamlining the building permit review process and promoting investment in rehabilitation. In addition, the Historical Commission negotiated new programmatic agreement with state and federal agencies governing historic preservation reviews for federally-funded housing and commercial corridor projects, promoting rapid reviews and facilitating the flow of funding into Philadelphia.

**Restarted Historic District Designation Program:** The Commission restarted the historic designation program in 2009 (after being suspended since 2003) by designating four new historic districts that include 379 properties, and beginning the designation of a fifth district with 497 properties. The districts designated and underway since 2009 include Awbury Arboretum and East Logan Street, both in

Germantown, Tudor East Falls, Parkside in West Philadelphia, and Overbrook Farms in West Philadelphia. Although the districts include important landmarks like Awbury Arboretum, they were primarily selected for their historic streetscape and neighborhood characteristics, rather than individual landmarks. Establishing historic districts helps stabilize neighborhoods, enhance property values, attract new residents and tourists, promote investment in rehabilitation, and foster civic pride and sense of place. Additionally, the Commission integrated a revised historic preservation ordinance into the new zoning code in 2011, streamlining the building permit review process and promoting investment in rehabilitation.

**Philadelphia2035 Initiatives:** In collaboration with the City Planning Commission, the Commission initiated comprehensive survey of Philadelphia's historic resources as part of the *Philadelphia2035* planning process and prepared Preservation Plans for the

Lower Northeast, University-Southwest, and other Planning Districts, which identify potential historic resources. When the citywide plan is complete, estimated to be in mid-2017, the Commission will have amassed the data it needs to operate more efficiently and strategically. In FY15, the Commission completed district preservation plans for the Lower Northwest, South, and River Wards districts, identifying historic resources including buildings, sites, and districts. The plans will allow the Commission to designate and protect historic resources more efficiently and strategically. In FY16, the Commission plans to undertake North Delaware and Lower Southwest Planning District Preservation Plans, allowing the Commission to designate and protect historic resources more efficiently and strategically.



## MURAL ARTS PROGRAM

**Mission:** The Philadelphia Mural Arts Program is a first of-its-kind public-private partnership and the largest community-based public art program in the United States. The Mural Arts Program creates art with others to transform places, individuals, communities and institutions. Through this work, the Mural Arts Program establishes new standards of excellence in the practice of public and contemporary art, empowers artists to be change agents, stimulates dialogue about critical issues, and builds bridges of connection and understanding.

**Budget Trends:** After cuts made during the Great Recession, the Mural Arts Program budget now exceeds pre-recession levels. The General Fund allocation to the Mural Arts Program in the FY16 Proposed Budget is 12.5% higher than the FY15

Current Projection primarily driven by a \$150,000 increase for the Guild Re-entry Program (described in more detail in the Accomplishments & Initiatives section below) and \$50,000 for mural restoration services.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	472,382	446,350	461,779	464,216	2,437	0.5%
	200	656,493	1,139,896	1,001,800	1,181,800	180,000	18.0%
	Total	1,128,875	1,586,246	1,463,579	1,646,016	182,437	12.5%
	Positions	12	11	11	11	0	0.0%

**Description of Major Services:** The Mural Arts Program (Mural Arts) annually produces 50 - 100 public art projects involving a range of people, sites, and issues in Philadelphia. Projects respond to: 1) needs and opportunities articulated by civic leaders or identified in neighborhood plans; 2) project applications from community leaders; 3) topics relevant to youth and vulnerable adults enrolled in workshops in Mural Arts' three program areas: Art Education, Restorative Justice, and Behavioral Health. Programs and projects annually engage more than 20,000 people, while docent-led tours offer 15,000 people exposure to the collection, and 50,000+ follow Mural Arts' work online or subscribe to our bi-annual magazine, *Off the Wall*. Mural Arts also actively engages in innovative partnerships with City agencies including the Department of Human Services, the Department of Behavioral Health and Intellectual disAbility Services, the Department of Parks and Recreation, the Philadelphia Prisons System, the Philadelphia Water Department, the Department of Commerce, and the Philadelphia City Planning Commission.

**Performance Trends:** Mural Arts aims to complete approximately 50 public art projects each year, but the actual total will vary based on project scale. In FY14, Mural Arts completed 90 projects, 12 more than in FY13, in part due to the smaller scale of several works. As a part of proactive efforts to preserve existing large scale works, Mural Arts launched a Restoration and Stewardship Initiative and restored 15 murals in FY14. Mural Arts is working towards a goal of restoring 35 works in FY16. The number of tour participants has decreased slightly over the last few years; however, Mural Arts has a goal of reaching 20,000 tour participants in both FY15 and FY16. The

number of youth participants increased by 29.9%, from FY13 to FY14 with 1,057 youth working with the program in FY14 and, as of the first half of FY15, there were 832 youth participants, 36.2% more than during the same period in FY14. Mural Arts tracks the percent of youth who graduate high school annually, and, in FY14, 100% of the youth in this program graduated from high school with a goal to maintain this rate in FY15 and FY16. At the beginning of FY15, Mural Arts began tracking youth engaged in the Restorative Justice Youth track of the Art Education program. The number of restorative justice youth has declined 31% from FY13 to FY14 and slightly in the first half of FY15



compared to the same time period in FY14. The percent of re-entry participants taken back into custody during and six months after completing the Guild program (a support program for formerly incarcerated individuals) is also tracked annually, and in FY14, 10% of participants were taken back into custody. This is a significant drop from FY13's statistic of 30%, which was the rate given in a multi-year evaluation conducted by Temple University. Beginning

in 2014, Mural Arts began tracking recidivism directly through the City's systems. Mural Arts aims to keep this one-year recidivism rate at 10% for re-entry participants in FY15 and FY16. Funding for the Porch Light program from the Robert Wood Johnson Family Foundation ended in FY14, and as a result, the Porch Light program was only offered at one behavioral health service location in the first half of FY15 so participant enrollment declined 47% year over year.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Number of public art projects dedicated	N/A	78	90	15.4%	24	42	75.0%	50	50
Number of mid or large scale restorations completed	N/A	13	15	15.4%	6	6	0.0%	20	35
Number of tour participants	8,480	10,990	10,742	-2.3%	6,263	6,181	-1.3%	20,000	20,000
Number of youth participants	3,000	814	1,057	29.9%	611	832	36.2%	1,500	1,500
Percent of advanced youth who graduate from high school	N/A	100.0%	100.0%	0.0%	N/A	N/A	N/A	100.0%	100.0%
Number of restorative justice participants	30	362	250	-30.9%	221	52	-0.8	350	350
Percent of re-entry participants taken back into custody*	N/A	30.0%	10.0%	-66.7%	N/A	N/A	N/A	10.0%	10.0%
Number of behavioral health participants enrolled*	N/A	316	315	-0.3%	234	124	-47.0%	300	300

\* Program did not exist in FY08

### Accomplishments & Initiatives

**Guild Program:** Mural Arts' Guild is an innovative program that annually provides more than 50 individuals re-entering society and those on probation with four to six months of training, mentorship, and meaningful work on projects that rehabilitate Philadelphia's important civic spaces. Philadelphia's schools, recreation centers, community gardens, and cultural centers need cosmetic and capital improvements that far surpass resources available. At the same time, Philadelphia harbors 50,000 individuals on probation looking to find work but at a serious disadvantage during the hiring process. The Guild creates a solution that puts those most in need of stable employment and skill-development to work building community spaces.

**Integrating Art into Behavioral Health Treatment:** In FY11, Mural Arts launched the Porch Light Initiative in

collaboration with the Department of Behavioral Health and Intellectual disAbility Services. Now an established program at Mural Arts, Porch Light situates art at the heart of recovery, resilience and healing in efforts to improve behavioral health outcomes at the individual and community levels. In FY14, the Yale School of Medicine continued their longitudinal community-based participatory research study on the Porch Light Program, working within three Porch Light communities to assess the program's impact on individual and community-level health outcomes. Preliminary findings demonstrate that the intervention is effective at reducing social stigma and increasing collective efficacy.

**Art Education Program:** Through a long-term partnership with the Department of Human Services, this program targets youth with the greatest need in

Philadelphia. In FY12, Mural Arts began rigorously tracking students' graduation rates. The project-based curriculum integrates thematically-relevant content, opportunities for critical and creative thinking and collaboration with communities, and development of life skills. Recent highlights include:

- 100% of high-school seniors graduated in 2012, 2013, and 2014
- 78% percent of students graduating in 2014 went on to pursue higher education

**Exploring New Arts-in-Education Model:** Mural Arts is currently expanding a new Arts-In-Education model that uses art to amplify foundational academic subjects and engage students with non-traditional learning styles. Teaching artists are partnered with core subject teachers to lead arts programming within daytime classrooms as well as after-school. Freire Charter School just finished year two of a three-year pilot, and Mural Arts will be bringing the program to Mastery Lenfest, Esperanza Charter, Roxborough High, and South Philadelphia High. McMichael Morton School participated in a condensed version of Arts-In-Education that resulted in a STEM-inspired mural incorporating youth designs. The McMichael project's artist Ben Volta, was honored with a Philadelphia Geek Award in spring 2014; and the project itself was featured in a recent publication by *National Geographic*.

**Expanding its approach to Muralism and Sharing the Collection:** As a result of its success pioneering new approaches to community based public art, Mural Arts serves as a national and international resource. One 2014 project with Berlin-based artist Katharina Grosse, *psychylustro*, received a large amount of attention, with yearly press impressions - the number of unique visitors to a website and print circulation - reaching 300 million. This figure results partly from articles featuring *psychylustro* in the *Wall Street Journal*, *The New York Times* and other national and international publications. Mural Arts saw its social media following

double during *psychylustro*, jumping to more than 42,000 followers as of February 2015. Moreover, more than 10,000 visitors annually participate in public and private mural tours, generating \$500,000 in economic impact based on average statistics for spending by arts audiences. In the past four years, six of Mural Art's projects were selected by the Public Art Network's highly competitive Year in Review, the nation's only award program focusing on public art.

**Recognized as Model for Social Practice:** A retrospective at the Pennsylvania Academy of the Fine Arts (PAFA), *Beyond the Paint*, positioned Mural Arts' work as an international model for "social practice", a term applied to creative processes developed by artists and arts organizations to address and ameliorate social, economic, and environmental challenges. *Beyond the Paint* took place in PAFA's galleries from November 15, 2013 through April 6, 2014 and was visited by over 45,000 people—a record-setting audience for PAFA. The exhibition coincided with the release of the third book about Mural Arts, a collection of essays exploring artistic practice and social impact. Intended as a text for scholars, students, and practitioners, the book offers a deep narrative exploration of Mural Arts' process and impact.

**Open Source:** In the fall of 2015, Mural Arts will build on the momentum behind *Beyond the Paint* with the presentation of *Open Source*, a groundbreaking project that will involve nearly every department at Mural Arts and connect 14 extraordinary artists/artist duos from around the world to Philadelphia, where they will create a series of site-specific public artworks that engage our participants, animate public spaces, and explore important social issues.

## OFFICE OF ARTS AND CULTURE AND THE CREATIVE ECONOMY

**Mission:** To support and promote arts, culture and the creative industries; and to develop partnerships and coordinate efforts that weave arts, culture and creativity into the economic and social fabric of the city.

**Budget Trends:** The Office of Arts, Culture and the Creative Economy (OACCE) became an individually funded department in FY10. The FY16 Proposed Budget funds OACCE at levels higher than FY08. The year over year decrease from the FY15 Current

Projection to the FY16 Proposed Budget is the net result of one time funding provided in FY15 and \$200,000 in new funds in FY16 to cover an expiring grant.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	N/A	98,456	201,105	201,367	262	0.1%
	200	N/A	391,950	393,800	593,800	200,000	50.8%
	300/400	N/A	455	7,000	7,000	0	0.0%
	500	N/A	2,070,688	3,370,688	2,070,688	(1,300,000)	-38.6%
	Total	N/A	2,561,549	3,972,593	2,872,855	(1,099,738)	-27.7%
	Positions	N/A	2	2	2	0	0.0%

**Description of Major Services:** The Office of Arts, Culture and the Create Economy manages and oversees City arts programs, provides policy advice to the Mayor and other Administration officials and serves as the primary point of municipal contact for local organizations, businesses, artists and creative entrepreneurs.

**Performance Trends:** FY14 and FY15 have brought increased opportunities for artists and organizations to showcase both visual and performing arts projects, and OACCE hopes that this will continue through the rest of FY15 and FY16. The increase in artists and organizations served (22%) and OACCE mailing list (3.3%) from FY13 to FY14 reflect OACCE's significant development as a resource for Philadelphia's arts culture and creative sector. The year over year change in OACCE mailing list subscriptions (8.9%) can be attributed to the November 2014 (FY15 Q2) Town Hall, which convened over 255 members of Philadelphia's Cultural Community at the Clef Club to discuss the value of arts and culture to the city's social, economic, and geographic wellbeing. The number of Art in City Hall exhibitions has increased by 7.7% from FY13 to FY14 and has continued to increase in the first half of FY15 compared to the same time period in FY14. Additionally, the total number of art gallery visitors in City Hall has also increased by 19.7% in the first half of FY15 compared to the same time

period in FY14. City Hall Presents was a two-year performing arts series with its final performance on August 28, 2013, when OACCE hosted Kurt Vile and over 1,400 people in the City Hall Courtyard. The high attendance across all three fiscal years and OACCE's database of over 350 replies to their call for artists shows a high demand for expanded performing arts offerings at City Hall that reflect the city's vibrant cultural and creative life. Over time, the series was recognized as a quality opportunity for artists to gain visibility and as an anticipated event worth attending. OACCE has continued to receive expressions of interest by performers to be considered for opportunities, and OACCE's call for artists has been converted into a Performing Artist Registry. This registry has been especially helpful while launching the Performances in Public Spaces grant, which will encourage performances outside of City Hall and into the dynamic public spaces throughout Philadelphia. During the first half of FY15, OACCE has received 215 applications during the first half of FY15 for individual

artists and groups. During FY14, OACCE completed three pieces of public art and two pieces during the first half of FY15, one less than the same time period in FY14. OACCE continues to track the number of CultureBlocks reports which include data about

Philadelphia's creative and cultural resources. The number of CultureBlocks reports increased significantly from FY13 to FY14 (2,476 more reports). The goal is to offer 4,000 reports in FY15 and 5,000 reports in FY16.

Performance Measure	FY08	FY13	FY14	FY14-FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15-FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Artists and Organizations served*	N/A	388	474	22.2%	259	462	78.4%	500	500
OACCE mailing list	N/A	6,577	6,791	3.3%	6,698	7,296	8.9%	7,300	7,500
Art in City Hall exhibitions	N/A	13	14	7.7%	8	10	25.0%	14	14
Art Gallery at City Hall visitors	N/A	16,165	18,910	17.0%	8,624	10,323	19.7%	12,000	13,000
City Hall Presents attendance**	N/A	1,810	1,731	-4.4%	1,731	0	-100.0%	N/A	N/A
Public Art Registry	N/A	186	129	-30.6%	123	67	-45.5%	250	250
Applications to work on Public Art Projects	176	191	308	61.3%	308	215	-30.2%	300	350
Public Art: completed work	2	9	3	-66.7%	3	2	-33.3%	5	7
CultureBlocks reports***	N/A	948	3,424	261.2%	2,036	1,306	-35.9%	4,000	5,000

\* This is the total number of artists (individuals) and organizations or collectives (group of 3 or more) given the opportunity to be showcased in an Art in City Hall exhibit, or perform during City Hall Presents.

\*\* City Hall Presents was a privately funded two-year performing arts series highlighting Philadelphia artists from across the City in City Hall spaces such as the Mayor's Reception Room, Law Library and City Hall Courtyard that ran during the summers of 2012 and 2013.

\*\*\* CultureBlocks.com was launched on April 30, 2013.

## Accomplishments & Initiatives

**Cultural Policy & Research:** In partnership with The Reinvestment Fund, the University of Pennsylvania's Social Impact of the Arts Project, and the Commerce Department, OACCE launched CultureBlocks<sup>58</sup> in FY13, a free online mapping tool that visualizes Philadelphia's cultural assets and activities data alongside other city demographic, geographic, economic and civic data. Since its launch in April 2013 (FY13 Q4), the tool has had 29,380 page views, and been used to generate 4,730 predefined and custom reports about the cultural and municipal assets and demographics of an area. CultureBlocks has been consistently used by City offices and local arts and culture organizations to inform their place-based decision making. The OACCE consistently updates the tool with past year's data for the 50 datasets, and will transition into Phase II in FY15 with a user-interface update by the platform managers, PolicyMap.

The CultureBlocks partnership produced *Cultural Ecology, Neighborhood Vitality, and Social Wellbeing – A Philadelphia Project*, a research report that took a deeper look into the tool's datasets to articulate the relationship and impact of cultural activity and the presence of cultural assets on neighborhood wellbeing. The report serves as the catalyst to develop other strategies to invest in and sustain community-based arts and culture organizations, which have been proven to be valuable components of a neighborhood's social and economic wellbeing. In FY16, OACCE will continue to use the CultureBlocks web tool to work with community-based cultural organizations that provide arts and culture programming and invest in methods to support this sector of the cultural ecology.

With funding received from the National Endowment for the Arts and the Mayor's Fund for Philadelphia, the

<sup>58</sup> [CultureBlocks](http://www.cultureblocks.com/wordpress/) (<http://www.cultureblocks.com/wordpress/>)

OACCE is piloting the Performances in Public Spaces grant program, which re-grants funds to directly support artists and arts organizations presenting free outdoor performances across Philadelphia in 2015. Performances will take place at the following sites: Campbell Square, Clark Park, Fairhill Square, FDR Park, Frankford Pause, Gorgas Park, Hawthorne Park, Hunting Park, Malcolm X Park, Marconi Plaza, The Oval, Paine's Skatepark, Pearl Street at the Asian Arts Initiative, Race Street Pier, RiverStage at the Great Plaza, Saunders Park, Spruce Street Harbor Park, The Porch at 30th Street Station, Venice Island Performing Arts Center and Vernon Park.

On November 12, 2014, the OACCE held its third town hall, focused on the theme of *Exploring Philadelphia's Cultural Ecology*, taking a closer look at the community-based organizations upon which the city's cultural participation is built. Held at the Philadelphia Clef Club for Jazz & Performing Arts, the 2014 Town Hall included a program update from OACCE staff, a keynote presentation from the Social Impact of the Arts Project on the conclusions and implications from their recent CultureBlocks research paper, and a panel with community cultural leaders that explored the real-time responses to these conclusions.

Moreover, OACCE released reports that measure Philadelphia's creative vitality relative to the nation: *Creative Vitality in Philadelphia: A Three Year Index (2010 and 2012)*<sup>59</sup>, and *Philadelphia's Creative Sector Employment (2012)*<sup>60</sup>. Creative Vitality in Philadelphia examined one significant way in which OACCE is working to promote Philadelphia and its creative economy. The report measures the relative strength of the city's creative sector using a Creative Vitality Index (CVI), which provides a national measure for creative sectors. The Index is comprised of eight weighted indicators: nonprofit arts organization revenue, nonprofit arts-active organization revenue, total creative jobs, art gallery and individual artist

sales, performing arts revenue, book and record store sales, photography store sales, musical instrument store sales. The indicators are weighted to create a United States CVI Score ("national benchmark") of 1.00. When weighted, Philadelphia's indicator measurements contribute to a CVI Score of 1.70, or 70% stronger than the national benchmark. The Creative Sector Employment report focused on the value of both all fields within the cultural sectors, and creative jobs within the noncreative sectors to create a comprehensive Creative Sector. Findings showed that Philadelphia's creative sector, with almost 50,000 jobs, ranks fourth to only health care, education, and retail in citywide employment. In 2011, this sector represented 6.5% of all jobs in Philadelphia, providing \$5 billion in direct output and almost \$3 billion in employee earnings; and was growing, showing an increase of 6.3% in employment from 2001-2011.

**Public Art Registry:** Established in 2010, the Philadelphia Public Art Artist Registry allows artists to automatically be considered for projects by maintaining a record of their work that will be consulted by Public Art staff, panelists, architects and City agencies as public art opportunities become available. The registry is open to all professional artists and re-announced by the City every six months, or every other quarter, at which time applications surge. As the Registry becomes better known, and after the re-announcements of the opportunity, OACCE expects to see increases in the registry and the opportunity to contribute to Philadelphia's large public art collection. This pattern is affirmed by the applications submitted to work on Public Art projects, which increased by 61% (117 applications) from FY13 to FY14; as of the first half of FY15, 67 applications have been received.

**Exhibitions and Performances:** OACCE established a presence for the visual and performing arts within City Hall with the Art Gallery at City Hall and the Art in City Hall program, making the building reflective of the city's vibrant cultural and creative life, a place for local artists to showcase their work, and a place to see the arts. To date, the spaces have hosted over 37 exhibits.

<sup>59</sup> [Creative Vitality in Philadelphia: A Three Year Index \(2010 and 2012\)](http://creativephl.org/cviphilly) (<http://creativephl.org/cviphilly>)

<sup>60</sup> [Philadelphia's Creative Sector Employment \(2012\)](http://creativephl.org/post/25456082151/philadelphias-creative-sector-employment) (<http://creativephl.org/post/25456082151/philadelphias-creative-sector-employment>)

Since FY08, OACCE has also commissioned local and national artists for twenty-one Percent for Art Projects in neighborhoods throughout the city, including: Germantown, Tacony, West Philadelphia, Manayunk and the Philadelphia International Airport.

**Public Art Guidebook:** In FY16, OACCE will produce a small-format public art guidebook and walking tour for distribution to visitors and the general public, highlighting the city's world-class public art collection which will be funded by a portion of a \$500,000 grant from the William Penn Foundation that OACCE was awarded back in 2011.

**Percent for Art:** New public artworks through the program are tied to capital projects, and vary greatly from year to year as only new projects must designate up to 1% of the project cost for art. Through the end of FY15, one new Percent for Art commission is expected to be dedicated, at the SWAT/Bomb/K-9 Facility. In FY16, Percent for Art will complete seven new commissions: at Sturgis Playground, Stenton Playground, Maplewood Mall and four artists at Philadelphia International Airport. In Conservation, the number of projects is dependent upon availability of funding and severity of need. During the third quarter of FY15, the Walker Hancock "Air" sculpture will be restored and reinstalled on the Schuylkill Banks Park at Cherry Street. In FY16, the LOVE sculpture will be restored as a part of the JFK Plaza renovation, and four additional works of high priority need will be addressed.



## OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT

**Mission:** To develop comprehensive strategies and programs for creating viable urban neighborhoods through the coordination of programs for housing assistance and affordable housing development, economic development and site improvements, including vacant land management and community planning.

**Budget Trends:** The General Funds made available by the City constitute a small portion (approximately 1%) of the Office of Housing and Community Development's (OHCD) overall annual budget, which is comprised mainly of federal and state grant funding in the form of Community Development Block Grants. OHCD's General Fund budget was cut in FY09 and FY10. The FY16 Proposed General Fund allocation for OHCD is slightly lower than the FY15 Current Projection due to a onetime transfer from the

Department of Parks & Recreation to OHCD in the amount of \$50,000 for vacant land management.. In FY13, the City had a \$25.1 million dollar reduction in federal funding for FY13 compared to FY12, \$14.5 million of which was a reduction in Community Development Block Grant funding and \$6 million of which was a drop in HOME Investment Partnerships Program. In FY14 the City had a \$15 million reduction which was a result of the completion of the federal stimulus program.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	200	5,200,000	4,009,500	2,570,000	2,520,000	(50,000)	-1.9%
	800	0	50,959	0	0	0	0.0%
	Total	5,200,000	4,060,459	2,570,000	2,520,000	(50,000)	-1.9%
	Positions	0	0	0	0	0	0.0%
Other*	100	4,532,696	3,719,573	5,728,764	5,882,873	154,109	2.7%
	200	144,361,421	105,833,856	157,215,438	205,993,411	48,777,973	31.0%
	300/400	327,276	130,692	281,000	281,000	0	0.0%
	800	23,119	19,909	30,000	30,000	0	0.0%
	Total	149,244,512	109,704,029	163,255,202	212,187,284	48,932,082	30.0%
	Positions	79	56	58	58	0	0.0%
All	100	4,532,696	3,719,573	5,728,764	5,882,873	154,109	2.7%
	200	149,561,421	109,843,356	159,785,438	208,513,411	48,727,973	30.5%
	300/400	327,276	130,692	281,000	281,000	0	0.0%
	800	23,119	70,868	30,000	30,000	0	0.0%
	Total	154,444,512	113,764,488	165,825,202	214,707,284	48,882,082	29.5%
	Positions	79	56	58	58	0	0.0%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** The Office of Housing and Community Development administers the federally funded Community Development Block Grant, HOME<sup>61</sup>, the Housing Opportunities for Persons with Aids programs, and the City's Housing Trust Fund earnings. In addition, OHCD provides a range of affordable housing related services to assist low income residents and neighborhood building programs to strengthen low income communities.

<sup>61</sup> The HOME Investment Partnerships Program (HOME) provides formula grants to States and localities that communities use - often in partnership with local nonprofit groups - to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people. HOME is the largest Federal block grant to state and local governments designed exclusively to create affordable housing for low-income households.



**Performance Trends:** During FY14, OHCD prevented 1,232 mortgage foreclosures, a decrease of 29.8% from FY13, largely due to fewer foreclosure filings in FY14 than in prior years. The goal for FY15 is to divert 1,200 mortgage foreclosures, and in FY16, OHCD hopes to maintain this level of foreclosure diversions. The number of owner-occupied homes repaired during FY14 was 5,689, an increase of 5.2% from FY13. As of the first half of FY15, 2,811 homes have been repaired with a goal of repairing 4,700 homes by the end of the fiscal year and in FY16; the goals are driven

by available funding. The number of vacant city lots cleaned and greened in FY14 was 8,766, a decrease of 5.6% from the same time period in FY13. The goal is to clean and green 8,500 lots in FY15 and FY16. The number of clients who received counseling in FY14 was 12,398, a decrease of 0.5% from FY13. The goal is to reach 11,350 clients in FY15 and FY16. OHCD's performance measures are driven by available program funding which has drastically declined over the past few years.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Mortgage foreclosures diverted	0	1,754	1,232	-29.8%	597	544	-8.9%	1,200	1,200
Owner-occupied homes repaired (BSRP, Weatherization & Heater Hotline)	8,232	5,409	5,689	5.2%	2,619	2,811	7.3%	4,700	4,700
Unique City lots greened & cleaned*	7,130	9,238	8,766	-5.1%	8,776	8,278	-5.6%	8,500	8,500
Clients receiving counseling	11,591	12,463	12,398	-0.5%	5,265	5,724	8.7%	11,350	11,350

\*This measure is calculated at a point in time at the end of the quarter. For example, Q1 data is as of September 30<sup>th</sup>.

## Accomplishments & Initiatives

**The Residential Mortgage Foreclosure Program:** Initiated in April 2008, the Residential Mortgage Foreclosure Diversion Program ("Foreclosure Diversion Program") was one of the first programs of its type to offer an innovative approach to foreclosure prevention by postponing Sheriff Sales for owner-occupied properties to allow homeowners an opportunity to meet with a housing counselor and with a representative of their mortgage lender in order to negotiate alternatives to foreclosure. OHCD continues to manage this program, which includes:

- The SaveYourHomePhilly Hotline, which serves as the central scheduling agent that connects eligible homeowners to housing counseling resources;
- A door-to-door outreach campaign to increase awareness of the program and homeowner participation;
- OHCD funded housing counseling at community based organizations; and
- Technical assistance for counselors which includes counselor training and help from either a City-

funded attorney or pro bono attorneys to assist in the negotiations.

Approximately 19,157 households have participated in this program with over 9,578 homes saved from mortgage foreclosure via diversion or pre-foreclosure counseling action through December 2014.

**Affordable Housing Development:** OHCD supports affordable homeownership, rental and housing for special needs populations, including veterans, senior, the formerly homeless, children and people with disabilities, in communities throughout Philadelphia. Since January 2008, 3,900 units of affordable housing have been created or preserved, which leveraged over \$650 million in investment. This includes the recent completion of Paseo Verde, a \$48 million mixed-use, mixed-income transit-oriented development at 9<sup>th</sup> and Berks Street near the Temple Regional Rail station in North Philadelphia. Paseo Verde, the nation's first LEED Neighborhood Development to receive a Platinum rating, and advances Mayor Nutter's

sustainability, housing and transportation goals (more information on these initiatives can be found in the Goal 4 chapter).

**Vacant Land Program:** One challenge of revitalizing communities is to combat the blighting influence of vacant lots. A study found that blighted vacant lots reduce the value of nearby homes by 20%, and that the home values near stabilized lots increased by 17%.<sup>62</sup> Another recent study found that greening vacant lots was linked to reduced gun crime rates, increased resident exercise and reduced resident stress. Approximately 40,000 lots are vacant citywide.<sup>63</sup>

To address the negative influence of uncared for vacant lots on the neighborhoods around them, OHCD entered into a partnership with the Pennsylvania Horticultural Society (PHS) in 2003 and developed the LandCare Program which serves to clean vacant lots, plant grass and trees, erect a fence and perform ongoing maintenance. The ongoing maintenance of the lots not only supports property values and development, but also creates economic and employment opportunities. Key economic impacts of the LandCare Program include:

- Contractors receiving lot maintenance contracts each year: 15-20
- Percentage of contractors either minority-owned or community-based: 60% - 80%
- Green jobs created each maintenance season: 100+
- Square feet of land mowed & cleaned each April-October: over 8 million
- Number of community organizations in the Community LandCare Program: 13
- Square feet of land cleaned by Community LandCare April-October: 2 million

Additionally, approximately 8,700 public and privately owned parcels and trees are cleaned, greened,

planted and maintained annually. Vacant lots filled with debris have a negative impact on neighborhoods, the LandCare lots have a transformative effect on communities.

#### **The Basic Systems Repair & Weatherization**

**Programs:** The Basic Systems Repair Program (BSRP) provides repairs to electrical and plumbing systems; heater replacements; roofs which are leaking severely; and walls or dangerous structural problems. The program provides funds up to \$18,000 per property. The Weatherization Program provides free weatherization and energy-efficiency improvements to owner-occupied and rental units. Services include air-sealing measures; window and door repair or replacement; wrapping of hot water heaters; heating pipes and ducts; sealing of basement openings, crawlspaces and chase ways; insulating and air sealing of room area; repair and efficiency modifications to central heating systems. These programs in FY14 and FY15 to-date made repairs to 1,061 and 337 properties respectively, as well as weatherized 634 and 160 units respectively. Reviews of these programs have indicated that a current average investment of \$10,000 per repair to “save” a property potentially prevents \$22,000 in City demolition costs for that unit and another \$225,000 in the cost to the City to rebuild that unit. This projected return is \$35 for every \$1 of current repair money spent.

#### **Choice Neighborhoods Implementation Grant for North Central Philadelphia:**

On June 30, 2014, the U.S. Department of Housing and Urban Development announced that Philadelphia had been awarded a \$30 million Choice Neighborhoods grant. The grant will support the implementation of the Choice Neighborhoods Transformation Plan, a comprehensive affordable housing and economic development strategy to transform North Central Philadelphia from a struggling community to a vibrant, sustainable neighborhood. Philadelphia’s Choice Neighborhoods Implementation grant funding will create 297 new units of housing, including 147 new and refurbished units at the Norris Apartments site, 600 construction jobs and 300 permanent jobs. Additionally, the City

<sup>62</sup> Watcher, S., Gillen, K., "Public investment strategies: How they matter for neighborhoods in Philadelphia." The Wharton School, University of Pennsylvania. (2006)

<sup>63</sup> Branas, C., et al. "A difference-in-differences analysis of health, safety, and greening vacant urban space." American Journal of Epidemiology 174.11 (2011)

will leverage the grant funding to generate \$125 million in federal, state, other public and private funds over the next five years. The Choice Neighborhoods Transformation Plan focuses on three core areas:

- Housing: Replace existing distressed public and assisted housing with high-quality, mixed-income, energy-efficient housing;
- People: Increase access to or create new services and supports delivered directly to youth and their families to improve education outcomes and intergenerational mobility within the community; and
- Neighborhood: Support the conditions necessary for public and private reinvestment in North Central, including safety, good schools and commercial activity.

To obtain the grant, the City, led by the Office of Housing and Community Development, worked with more than forty partners, including the Mayor's Office of Grants, the School District of Philadelphia, Temple University, the Philadelphia Housing Authority, the Philadelphia Police Department, local leaders and community stakeholders, to create the resident-driven North Central Philadelphia transformation plan.

## OFFICE OF THE CITY REPRESENTATIVE

**Mission:** The Office of the City Representative serves as the public relations, marketing, and promotion, arm for the City of Philadelphia, responsible for developing and promoting events to attract commerce, visitors and new residents while raising the quality of life for citizens.

**Budget Trends:** The Office of the City Representative was part of the Department of Commerce in FY08 and was funded as its own department starting in FY09.

The FY16 Proposed Budget maintains the Office of the City Representative at FY14 funding levels.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	N/A	400,499	413,621	418,201	4,580	1.1%
	200	N/A	515,449	561,730	561,730	0	0.0%
	300/400	N/A	54,000	54,000	54,000	0	0.0%
	Total	N/A	969,947	1,029,351	1,033,931	4,580	0.4%
	Positions	N/A	7	7	7	0	0.0%
Other*	100	N/A	0	49,814	49,814	0	0.0%
	200	N/A	0	14,170,254	10,811,988	(3,358,266)	-23.7%
	Total	N/A	0	14,220,068	10,861,802	(3,358,266)	-23.6%
	Positions	N/A	0	0	0	0	0.0%
All	100	N/A	400,499	463,435	468,015	4,580	1.0%
	200	N/A	515,449	14,731,984	11,373,718	(3,358,266)	-22.8%
	300/400	N/A	54,000	54,000	54,000	0	0.0%
	Total	N/A	969,947	15,249,419	11,895,733	(3,353,686)	-22.0%
	Positions	N/A	7	7	7	0	0.0%

**Description of Major Services:** The Office of the City Representative (OCR) serves as the main vehicle to promote and market the City of Philadelphia. Through partnerships with the city's tourism and convention agencies (the Greater Philadelphia Tourism Marketing Corporation, the Philadelphia Convention and Visitors Bureau, and the Greater Philadelphia Hotels Association), OCR actively seeks to increase attraction to leisure and business visitors and ensure that a unified Philadelphia marketing message is conveyed to regional, national and global audiences. OCR works closely with the Department of Commerce on the common goal of promoting the city and stimulating economic development. Towards that end, OCR provides ceremonial gifts and other support to the Commerce Department's business attraction efforts with international visitors to the City and business recruitment delegations to other countries, and also assists with marketing and promotional support for retail attraction efforts, among other ways of partnering with the Commerce Department.

**Performance Trends:** The Philadelphia Marathon has achieved planned, sustained growth since 2008 with approximately 2,000 additional runners each year. A title sponsor was secured in FY14, Gore-Tex, and the Marathon gained a ranking of 8 in MarathonGuide.com's top ten U.S. marathons by finishers. In FY15, the race was ranked "Best Marathon of 2014" in the Mid-Atlantic Region

by Competitor.com and the Gore-Tex Philadelphia Marathon's Facebook page experienced a 46.6% growth in Likes compared to FY14. The Forbes Under 30 Summit was held for the first time in the magazine's history, with Philadelphia chosen as the best city to attract millennial business and cultural leaders, culled from their annual "30 Under 30" honorees. Social media efforts engaged 750 million

people, and \$400,000 in venture capital money was awarded to entrepreneurs in a highly competitive pitch contest. The Mayor's Office and OCR produced several additional events to augment the conference, including eight participants making presentations to seven classes in public schools. The Mayor's Office and OCR, along with Forbes, have set a goal of 24

participants presenting to 12 schools in FY16; social media engagement is targeted at 800 million. Although the hotel occupancy rate during the Made in America festival declined from FY13 to FY14, OCR's goal is to increase the hotel occupancy rate for the Made in America festival by to 80% by FY16.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Philadelphia Marathon planned registrations*	18,000	29,000	30,000	3.4%	30,000	31,000	3.3%	31,000	32,000
Forbes Under 30 Summit social media impressions*	N/A	N/A	N/A	N/A	N/A	750,000	N/A	500,000	500,000
Made in America - hotel occupancy rate**	N/A	90.0%	87.0%	-3.3%	N/A	N/A	N/A	79.0%	80.0%

\* Event occurs during the second of the fiscal year. FY13 registration includes NYC runners displaced by Hurricane Sandy.

\*\* Event occurs during the 4th quarter of the fiscal year.

### Accomplishments & Initiatives

**The Gore-Tex Philadelphia Marathon:** In FY14, the Marathon celebrated its 20<sup>th</sup> Anniversary and achieved its goal of producing a financially sustainable event by securing Gore-Tex for a three year title sponsorship, making it the Gore-Tex Philadelphia Marathon. In FY15, the total registration for Marathon Weekend (Half and Full Marathons and the Rothman Institute 8K) was the highest ever with over 30,000 runners. An estimated audience of over 60,000 fans and spectators were assisted throughout the weekend by over 3,000 volunteers. USA Track and Field added the event to its Championship Series in FY15 and continues its long history of certifying and sanctioning the race. A new Finisher Festival was added in FY15 in Aviator Park on 20<sup>th</sup> Street with music, food and other entertainment along with the Family Meeting Area. In a testament to efforts at continuing to improve the race, Competitor.com named the Gore-Tex Philadelphia Marathon the Best Marathon in the Mid-Atlantic Region in January 2015 as polled by their readers. Additionally, the event's sustainability program has become one of the nation's leading greening efforts in endurance sports. OCR will be making a new submission to the Council for Responsible Sport in FY15, with the goal of matching

the FY13 Gold certification gained for diverting 87.8% of waste from landfills. The Gore-Tex Philadelphia Marathons is one of only ten organizations in the United States to receive Gold designation since the program's inception in 2008. USA Today featured Race Director and City Representative Desiree Peterkin-Bell, recognizing the event for its minority leadership, rare among the industry.



**Wawa Welcome America (WWA):** WWA is Philadelphia's signature celebration of the Fourth of July holiday. WWA features a multi-day schedule of

events and the “largest free concert in America” (one of its marketing taglines), bringing over one million people to the Benjamin Franklin Parkway on July 4<sup>th</sup>, including over 500,000 who attended the Philly 4<sup>th</sup> of July Jam concert showcasing local, national, and internationally known headline performers. In FY15, a new Liberty Block Party with food and free entertainment was produced in Center City replacing the Taste of Philadelphia event formerly at Penn's Landing. The traditional “Celebration of Freedom” held at Independence Hall on July 4<sup>th</sup> saluted the 50<sup>th</sup> Anniversary of the Civil Rights Act of 1964 and the 60<sup>th</sup> anniversary of the landmark *Brown v. Board of Education* decision. Vice President Joe Biden addressed the crowd on the Mall, and his speech was broadcast on WPVI-6abc along with the entire program, concluding with the Vice President's participation in the Independence Day Parade along with 65,000 spectators gathered in the nation's most historic square mile. For the evening concert and fireworks, 6abc broadcast live locally and VH1 broadcast live nationally. In FY15, for the first time in ten years, Welcome America, Inc. operations ended with a positive fund balance, due to leadership redesigning and revamping fiscal procedures.

**Made in America:** Made in American was a brand new outdoor festival in FY13 held over Labor Day weekend in September of 2012 on the Benjamin Franklin Parkway featuring renowned producer and performer Jay-Z. As a new paid event, this festival represented a major change in how events are produced by external partners. The September 2012 festival generated an estimated \$10 million in economic impact for Philadelphia's economy according to the producer's study, covered all municipal costs associated with the event and netted hundreds of thousands of dollars in tax revenues for the City. The event gained global recognition for Philadelphia and highlighted the potential of cultural partnerships between the City and the private sector. Festival promoters estimated that 78,655 people attended the Festival, 1.5 million viewers live-streamed the event, in addition to the live show that was filmed by Ron Howard, resulting in nearly a billion views through airing on Showtime

cable TV station. The festival took place again in FY14 and FY15 over the same holiday weekend, and concert attendance figures increased from approximately 80,000 in FY13 to close to 100,000 over the two day event in FY14 and FY15. The outdoor festival will return in September 2015 for a fourth consecutive year, filling a tourism gap over Labor Day Weekend.

**Forbes Under 30 Summit:** The most influential gathering of millennials in the world was brought to Philadelphia for the first time by Forbes in October 2014 for a three and half day conference that included speakers such as Nobel Peace Prize co-winner Malala Yousafzai, in a discussion on “protecting your brand in the age of social media.” The conference was an extension of Forbes Magazine's "30 Under 30" list featuring 30 game-changing entrepreneurs under 30, in twenty categories. Forbes Magazine leadership worked closely with the City Representative and the Mayor on crafting and coordinating events throughout the city to showcase the city's tech sector, engage and motivate public school students, and introduce these influencers and entrepreneurs to opportunities in the city. Notably, the event garnered over 750 billion impressions worldwide through media and related coverage. Because of the resounding success of the event in FY15, Forbes announced that Philadelphia will indefinitely be the host city for the event. The conference will be held again in Philadelphia during the weekend of October 4-7, 2015. Additionally, the highly sought after "Pressure Cooker" pitch contest to venture capitalists with a total prize pot of \$400,000 that was part of the conference will also return. Tours and participant presentations at several Philadelphia public schools and tech assets here will be expanded in FY16 to include a full day of service with 100 participants speaking at city schools.

**The Philadelphia Collection:** As the City's premier celebration of its resident fashion design community, The Philadelphia Collection's primary mission is a marketing effort to promote the city as a vibrant shopping destination. The Philadelphia Collection was conceived by the OCR in 2010 and celebrated its 5<sup>th</sup> year in FY15. In September 2014, The Philadelphia



Collection showcased more than 60 events over a period of eight days in a continued partnership with the Center City District and The Philadelphia Retail Marketing Alliance. Since its debut, The Philadelphia Collection has been the focus of CNBC as one of the “10 Best Cities for Shopping”; one of the “25 Best Cities for Shopping” by Lucky Magazine Online; one of the “10 Shopping Cities on the Rise” by Sherman’s Travel; and one of “The Best Shopping Cities in the U.S.A.” by Forbes.com. In FY14, The Philadelphia Collection welcomed an infusion of new sponsors and the renewed sponsorship of the Immaculata University Design Department and hosted the 20<sup>th</sup> Anniversary of the annual Phashion Phest Philadelphia. Due to increased marketing and promotional efforts like The Philadelphia Collection, increased attention is being paid to Philadelphia’s retail assets. In January 2015, Conde Nast Traveler named Philadelphia the number 2 shopping destination in the world, behind Barcelona and ahead of Hong Kong.

**The Philadelphia Fashion Incubator:** The Incubator launched in March of 2012 as a partnership between the OCR, the Center City District/Retail Marketing Alliance and Macy’s Center City, along with the city’s prominent design schools - Drexel University, Moore College of Art and Philadelphia University. In March 2013, the Incubator graduated its second class of “Designers-In-Residence” who received one year of workspace and the mentoring and business resources necessary to operate and sustain a successful fashion business in Philadelphia. Designers-In-Residence have been featured in “Pop-Up” shops throughout the city and their garments have been featured in an exhibit at City Hall. In FY14, The Philadelphia Fashion Incubator graduated its third class with the fourth poised to graduate in FY15. It is serving as a model program for Macy’s Inc. to establish three new Fashion Incubators in other cities. As the Incubator becomes more established, feasibility planning is underway to explore locating “graduates” of the program in shared space for their growing design businesses with the aim of retaining them as part of the city’s creative sector, and

as part of the city’s strategy to attract more to attract even more design businesses.

**World Meeting of Families: September 22-27, 2015:**

Held every three years and sponsored by the Holy See’s Pontifical Council for the Family, the World Meeting of Families (WMOF) is the world’s largest Catholic gathering of families. The theme of the WMOF – Philadelphia 2015 is “Love Is Our Mission: The Family Fully Alive,” emphasizing the impact of the love and life of families on our society. This is the first WMOF in the United States and the Pope will make his first visit to the United States specifically for this conference, celebrating Mass on the final day outdoors for an anticipated 1.5-2 million people on the Benjamin Franklin Parkway. OCR is working in tandem with City departments and agencies to ensure that the City’s security, traffic, emergency services, public transportation, hospitality/tourism, communications, and other critical components of the Pope’s visit are implemented seamlessly, effectively and with the high standards that Philadelphia is now known for with big events. The last time Philadelphia saw a Papal visit was in 1979, with a public Mass also celebrated on the Benjamin Franklin Parkway.

**Mayoral Inauguration 2016:** OCR will work closely with City Council staff on producing the Inauguration of the next Mayor-elect, traditionally held at the Academy of Music, on January 4<sup>th</sup>, 2016. This special event will entail sourcing and identifying entertainment, clergy, etc., hosting a pre-ceremony breakfast, planning and printing the program, working with the venue and other vendors, and facilitating photographer and media broadcast needs among other critical components.

**Democratic National Convention (DNC), week of July 25, 2016:** Held every four years in a different city in the U.S., the DNC will meet in Philadelphia to nominate the Democratic candidate for the 2016 national election of the 45<sup>th</sup> President in November. Philadelphia competed against finalists Columbus, OH and Brooklyn, NY. With world media expected to converge on the city during the convention, as the



attendance of many dignitaries, increased specialized logistical needs will distinguish this convention from all others the city holds. OCR will work in tandem with the DNC Committee, citywide departments and federal agencies to ensure that the City's security, traffic, emergency services, public transportation, hospitality and tourism, communications and other critical components of the DNC's convention are implemented seamlessly, effectively and with the high standards that Philadelphia is now known for. The last time Philadelphia hosted a party convention during a presidential election year was in 2000, when the Republican Party nominated then-Governor George W. Bush. The last time the Democratic Party hosted its convention in Philadelphia was in 1948.

## PHILADELPHIA HISTORY MUSEUM

**Mission:** To engage Philadelphians and regional visitors with extraordinary collections that reflect Philadelphia's rich history and the diversity of its people and their neighborhoods through exhibitions, educational programs and technology which explore the past to better understand the present.

**Budget Trends:** The Philadelphia History Museum's General Fund budget remains slightly below its FY08 funding levels. The FY16 Proposed Budget remains on par with the FY15 Current Projection.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	256,702	227,307	243,200	243,498	298	0.1%
	500	50,000	50,000	50,000	50,000	0	0.0%
	Total	306,702	277,307	293,200	293,498	298	0.1%
	Positions	4	3	4	4	0	0.0%

**Description of Major Services:** The Philadelphia History Museum (PHM) is a not-for-profit, educational institution and the city's official history museum. PHM, founded by City Ordinance in 1938 to coincide with the 150<sup>th</sup> anniversary of the signing of the United States Constitution in Philadelphia, is housed in an historic 1826 building at 15 South 7<sup>th</sup> Street, designed by John Haviland as the original home of the Franklin Institute. As part of a grant-funded rebranding process to clarify its mission and increase visibility, the Atwater Kent Museum unveiled a new brand and logo in February 2010. It is registered in the state of Pennsylvania to do business as the Philadelphia History Museum. PHM provides historical context for issues of contemporary urban life using its premier collection of over 100,000 objects, paintings, and photographs in exhibitions, programs, and interactive media. Overseeing the organization is a 15-member Board of Trustees that includes representatives from the Office of the Mayor, City Council, the Department of Parks and Recreation, and the Atwater Kent Foundation. PHM presents the material culture and expressive traditions of the city's 330-year history as an important learning resource for the people of Philadelphia and the nation. PHM fulfills its mission by collecting, preserving, and documenting this history and presenting it to the general public in an interpretive framework that emphasizes the cultural and social importance of daily urban life. With more than 100,000 objects dating from the 1680s to the present day, the collection of the PHM includes original prints, paintings, photographs, and other items that detail the lives of Philadelphians. In addition to objects of national historic significance, the objects housed within the collection include artifacts relating to the history of Philadelphia industries and crafts; toys and dolls; sheet music; trade cards; political memorabilia; clothing and textiles; and a small library of books, periodicals, catalogs, and pamphlets. PHM offers a broad range of curriculum-based programs for elementary and secondary school students (especially 4<sup>th</sup> and 11<sup>th</sup> grades). All programs are aligned with state and national curriculum standards. PHM also conducts public programs that include topics relevant to PHM's current exhibitions. PHM features a rotating schedule of historical and contemporary topics through its lecture series Conversations.

**Performance Trends:** FY08 was the last year that the Philadelphia History Museum was open before closing for a major renovation of the historic 1826 Museum Building from FY09 through FY12. PHM reopened to the public partially in FY12. In FY113, PHM saw a 29.7% increase in admissions and a wider audience

served compared to FY08, along with a 176% increase in admissions revenue. In FY14, admissions numbers and revenue dropped by 55% (8,810 visitors) from FY13 due to the challenge of sustaining needed marketing, visitor services, and programmatic support. PHM was able to provide meaningful programming to

more children and school groups in FY14 than in FY13 (2.3% increase). A focused campaign to enhance the PHM's website year after year has resulted in more

than 49,000 additional unique web visits – an increase of 80.8% over FY13.

Performance Measure*	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Number of admissions	12,357	16,032	7,222	-55.0%	N/A	N/A	N/A	15,000	20,000
Admissions revenue	17,752	49,016	33,705	-31.2%	N/A	N/A	N/A	50,000	75,000
Number of students in school groups	1,426	1,207	1,235	2.3%	N/A	N/A	N/A	1,500	2,000
Number of unique visits to website	N/A	60,741	109,813	80.8%	N/A	N/A	N/A	75,000	100,000

\* PHM tracks their measures on an annual basis.

## Accomplishments & Initiatives

**Improved Collection Management Practices:** In FY08, PHM instituted professional practices for the care and management of the Philadelphia History Museum's collection. As a result of successful federal and state grants and with the assistance of the Department of Public Property, collection items were moved from five locations to a single, off-site storage facility outfitted with museum-grade climate and security controls. The cost of outfitting the Collection Resource Center and moving the Museum's collection of over 100,000 artifacts was \$185,000. The consolidation of the collection into a secure environment enabled the museum to complete a full inventory of artifacts using an integrated database system and better serve researchers, students, other cultural institutions, and exhibition development.

**Renovations of the Historic Museum Building:** The historic 1826 Museum Building was renovated from FY09 to FY12 to create a space that meets professional standards for the display and use of the collection in exhibitions and public programs. \$5.8 million was raised to update and improve building systems, some of which had not been updated since the 1940s. In FY12, the museum reopened to the public. This process involved the development of new, relevant, and engaging exhibitions, continuing educational programming, and new facility and admissions operations to create an enhanced visitor experience.

The museum now serves a wider audience as a result of the renovations. Admissions increased to 16,032 in FY13. Of these visitors, 25% of were Philadelphia residents, 44% were out-of-state, and 11% were international.

Year after year, PHM hosts over hundreds of students and children for customized educational programs that teach them how to read maps, ask basic research questions, and learn about local history. PHM reaches over 1,200 students per year, with slight increases each year since FY12.

**Community History Gallery:** In FY12, PHM successfully piloted the Community History Gallery, a collaborative effort where PHM works with community organizations to help them curate and install an exhibition about the history of their organizations. The exhibitions are displayed in one of the front galleries of the Museum for three to five months, and three related joint programs are developed for each organization. Six Community History Gallery exhibitions so far have drawn new audiences to the Museum and educated visitors about local groups. In FY16, PHM will develop and install a major exhibition in the 1<sup>st</sup> floor main gallery about Philadelphia neighborhoods. The project will integrate input from visitors and local stakeholders.

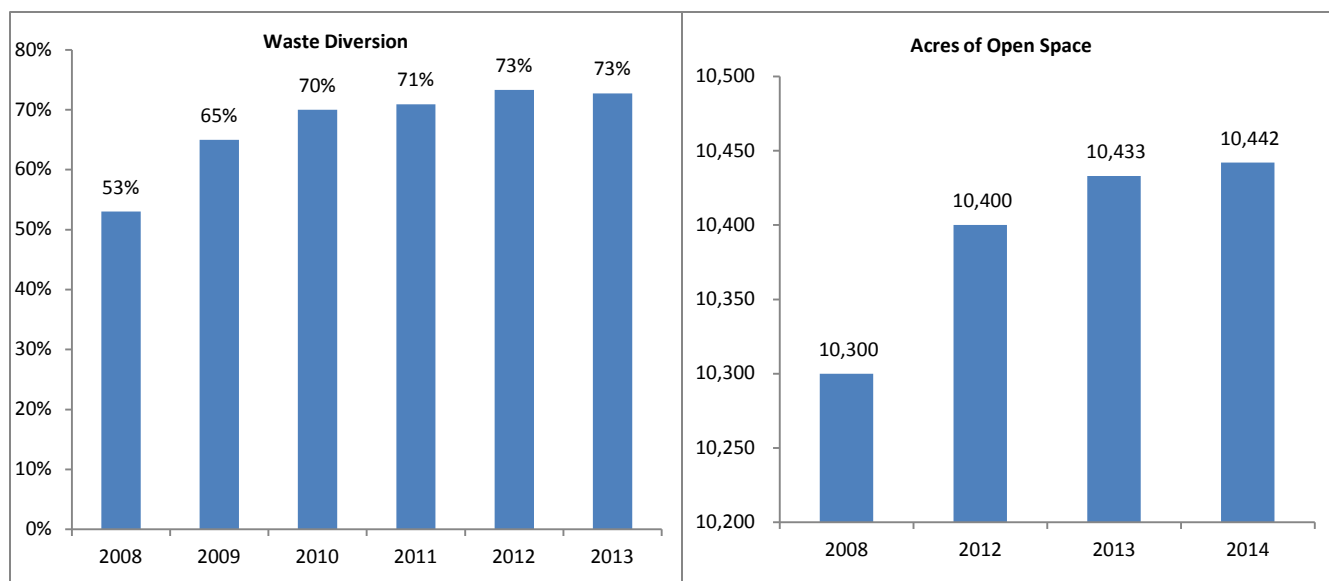
## GOAL 4: PHILADELPHIA BECOMES THE GREENEST AND MOST SUSTAINABLE CITY IN AMERICA

In his 2008 inaugural address, Mayor Nutter announced the ambitious goal to make Philadelphia the greenest city in America. Climate change, shifts toward public transit and local consumption, and an emerging green economy are increasing the value of urban assets and making the need for sustainability clear. Philadelphia's parks and far-reaching public transit system and dense and durable stock of housing, as well as its infrastructure and amenities together provide an ideal position for the city to prosper in a carbon-constrained future. Goal 4 tracks progress against two broad sustainability outcomes:

- Our water and air are cleaner;
- We use less energy.

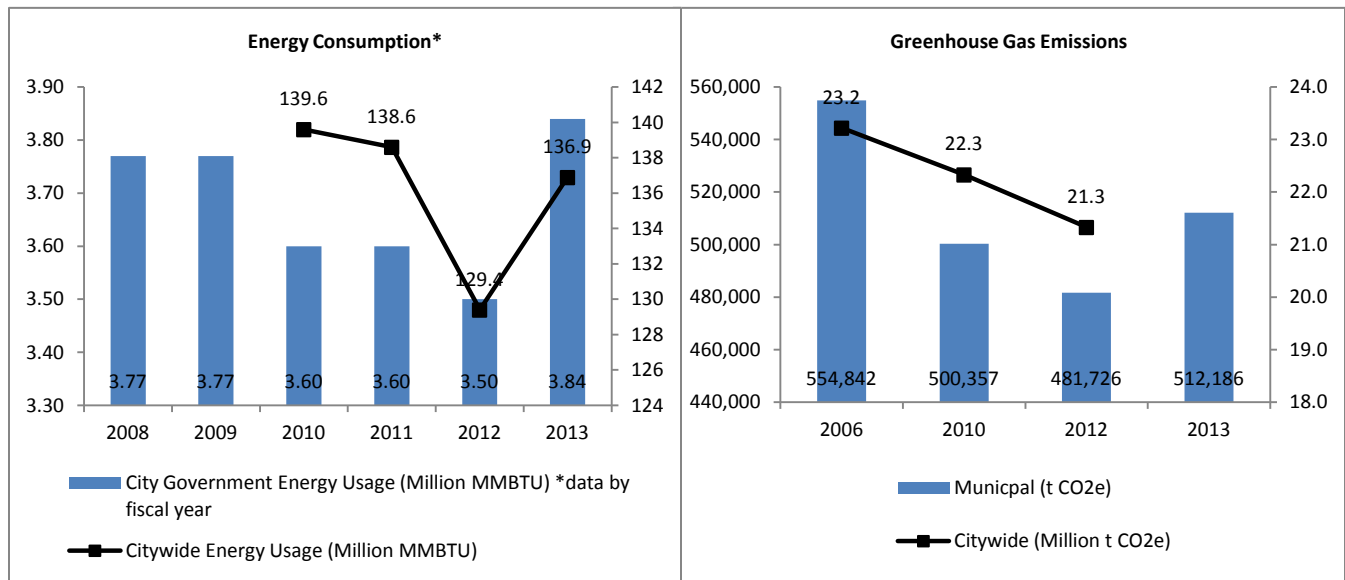
*Greenworks* is the Mayor's ambitious plan to make Philadelphia the greenest city in the country. Led by the Office of Sustainability, *Greenworks* has inspired innovations across City departments and become a model for other organizations around the city, including SEPTA and the Philadelphia Housing Authority, to create their own sustainability plans. Each year *Greenworks* publishes its progress against its 15 measurable targets and 164 initiatives to make Philadelphia sustainable.

The City is well on its way to achieving many of the *Greenworks* goals. Philadelphia exceeded the *Greenworks* goal of 70% waste diversion for the third consecutive year in 2013 (most recent year of available data) by diverting 73% of waste. Half of all waste in 2012 was recycled, and another 23% was used for energy production. In 2012 and 2013, recycling rates improved in all waste streams, capturing more than 2.5 million tons of recycling over the two year period. Construction and demolition (C&D) waste diversion reached a record 94% in 2013, with nearly 370,000 tons of C&D material kept out of landfills for reuse and recycling. Residential recycling also reached an all-time high of 126,260 tons, putting the curbside recycling rate at 21%. The Streets Department supported a wide variety of citywide recycling and waste reduction efforts in 2012, including distributing 60,000 recycling bins to residents and publishing the first *Business Recycling Toolkit* (more information on the toolkit can be found in the Streets Department chapter on page 190).



Since the launch of *Greenworks* in 2008, Philadelphia boasts 142 new acres of parks and open space and more than 16 new miles of trails. 2014 marked the opening of the William Dick Elementary Schoolyard, the first project completed by the Parks for People-Philadelphia initiative, a partnership among the Trust for Public Land, Philadelphia Parks & Recreation, the Philadelphia Water Department, and the School District of Philadelphia. Project partners collaborated with the school's students to redesign the schoolyard with new shade trees, a new play system, a turf field, a track, and a rain garden to manage stormwater. The site is the first of ten school yards and recreation centers planned for 2015, including the nearby Hank Gathers Recreation Center, where improvements will be completed later this year.

City government energy usage rose in 2013 for the first time since 2008. Energy usage rises and falls with changes in weather, as extreme temperatures force heating and cooling systems to work longer and harder, increasing energy usage both at the municipal level and citywide. The Office of Sustainability is currently working to weather-normalize energy data to provide a more accurate picture of municipal energy efficiency by the end of calendar year 2015. To incentivize energy use reductions, the Mayor's Office of Transportation and Utilities worked with the Office of the Director of Finance to create a pilot program for five City departments to share cost savings achieved through employee education and more energy-efficient operations (more information on this program can be found in the Mayor's Office of Transportation and Utilities chapter on page 187). Similar to municipal energy use, citywide energy consumption increased in 2013 due to the extreme winter weather, reversing a trend of reductions in previous years. The Office of Sustainability remains committed to achieving a 10% reduction in citywide energy use by 2015 and will continue to analyze total energy usage by square footage and by considering the impact of weather as a driver of energy use.



Effectively tracking greenhouse gas emissions is an integral part of gauging progress on all of the City's sustainability initiatives, because most of the *Greenworks* targets contribute directly to reducing greenhouse gas emissions. Citywide greenhouse gas emissions decreased 8.1% from 2006 to 2012 (most recent year of data available), largely driven by continued energy conservation work, cleaner vehicle fuels, and new alternative energy generation projects. Municipal greenhouse gas emissions have fallen since 2006 but began to rise in 2013 in part due to the extreme winter in 2013. The Office of Sustainability is currently working to reduce greenhouse gas emissions from buildings, which contribute to more than 60% of the city's total emissions. As one of ten cities selected to participate in the City Energy Project, a joint national initiative by the Natural Resources Defense Council and the Institute for Market

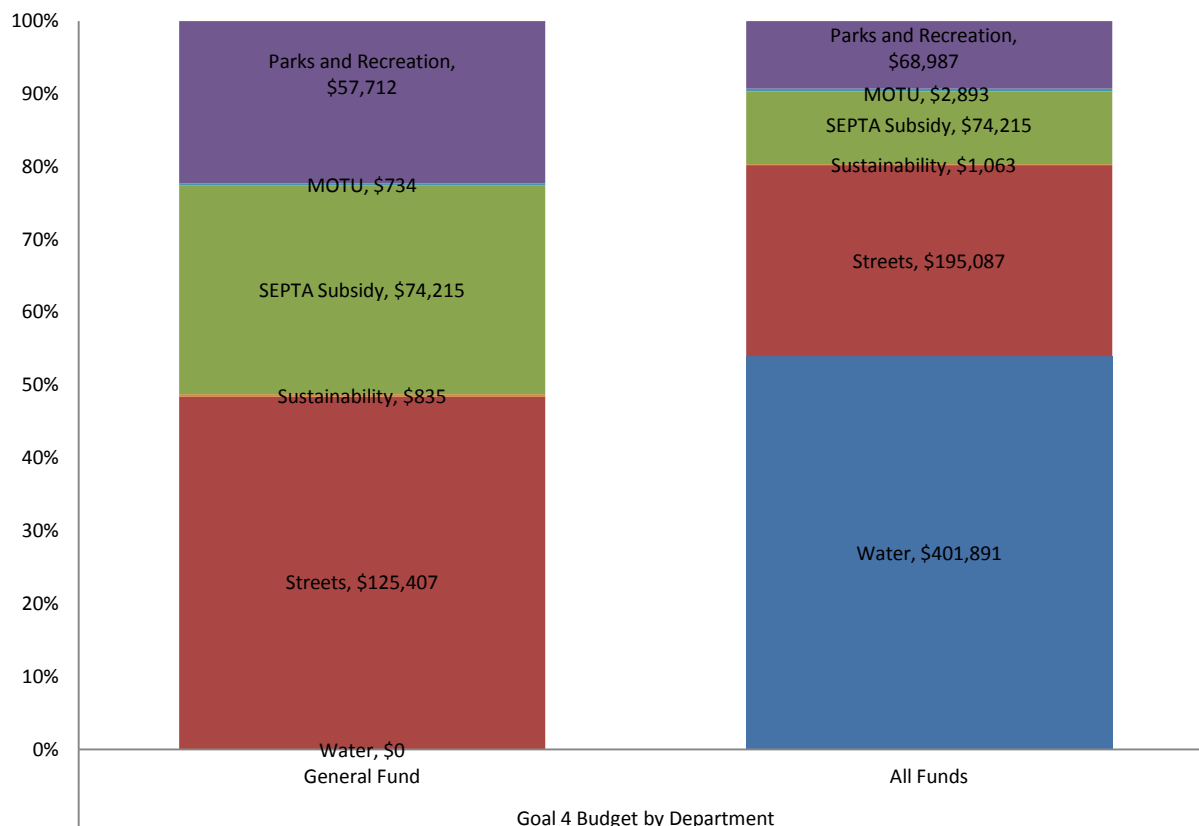
Transformation, Philadelphia will use energy benchmarking, building operator certification and energy aligned leasing to advance building efficiency.

Additional information on other *Greenworks* initiatives can be found in the 2014 Progress Report.<sup>64</sup>

### Budget Trends: Operating Budget

As shown in the following graph, Goal 4 comprises 6.5% (\$259 million) of the General Fund budget and 9.2% (\$744 million) of the City's total operating budget. This includes a subsidy of roughly \$74 million to the Southeastern Pennsylvania Transportation Authority (SEPTA) which is leveraged with \$640 million state subsidy and \$18 million in other local funds to provide bus, transit and regional rail service. The departments and agencies that are primarily focused on achieving the outcomes under this goal are the Water Department (54% of total Goal 4 all funds spending), which is funded outside the General Fund, the Streets Department (26.2%), the Department of Parks and Recreation (9.3%), the Mayor's Office of Transportation and Utilities (<1%), and the Office of Sustainability (<1%). As of the FY15 Current Projection, the funding for Goal 4 for all funds has decreased by 4.1% and will increase by 2.7% in FY16 year over year.

**FY16 Proposed Goal 4 Spending (\$ Thousand)**



<sup>64</sup> [2014 Greenworks Progress Report](http://www.phila.gov/green/PDFs/Greenworksprogressreport.pdf) (<http://www.phila.gov/green/PDFs/Greenworksprogressreport.pdf>)

Department	Fund	FY08 Actual	FY15 Current Projection	FY15-FY08 Change	FY16 Proposed Budget	FY16-FY15 Change
MOTU	General	N/A	821,442	N/A	734,270	-10.6%
	Other*	N/A	1,252,374	N/A	2,158,367	72.3%
	Total	N/A	2,073,816	N/A	2,892,637	39.5%
Parks & Recreation	General	51,941,696	54,095,395	4.1%	57,711,883	6.7%
	Other*	7,239,875	11,283,134	55.8%	11,274,929	-0.1%
	Total	59,181,571	65,378,529	10.5%	68,986,812	5.5%
SEPTA Subsidy (via Public Property)	General	61,339,000	70,415,000	14.8%	74,215,000	5.4%
	Other*	0	0	0.0%	0	0.0%
	Total	61,339,000	70,415,000	14.8%	74,215,000	5.4%
Water	General	0	0	0.0%	0	0.0%
	Other*	406,323,523	396,858,000	-2.3%	401,891,000	1.3%
	Total	406,323,523	396,858,000	-2.3%	401,891,000	1.3%
Streets	General	128,589,202	124,751,276	-3.0%	125,406,720	0.5%
	Other*	31,785,160	62,508,111	96.7%	69,680,000	11.5%
	Total	160,374,362	187,259,387	16.8%	195,086,720	4.2%
<b>Goal 4 Departments</b>	<b>General</b>	<b>0</b>	<b>2,504,748</b>	<b>0.0%</b>	<b>4,316,734</b>	<b>72.3%</b>
	<b>Other*</b>	<b>51,941,696</b>	<b>54,916,837</b>	<b>5.7%</b>	<b>58,446,153</b>	<b>6.4%</b>
	<b>Total</b>	<b>51,941,696</b>	<b>57,421,585</b>	<b>10.6%</b>	<b>62,762,887</b>	<b>9.3%</b>

\* Other Funds includes County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

### Budget Trends: Capital Budget

Capital investment in Goal 4 related departments consists of the portions of the Managing Director's Office, the Department of Parks and Recreation, the Office of the Director of Finance, the Water Department, the Streets Department, and the Transit division (SEPTA). As shown in the following table, the total FY16 Proposed Capital Budget allocates \$82.2 million in City funding consisting of General Obligation bonds and prefinanced loans for capital improvements to these departments and \$389.3 million over the Six-Year Capital Program. The Managing Director's allocation is budgeted for a slight increase of \$120,000 in City funding in FY16 compared to FY15. The Department of Parks and Recreation is budgeted to increase 7.3% (\$1.3 million) in City funding in FY16 compared to FY15. The funding for capital improvements for existing facilities in parks, recreation centers, and other neighborhood facilities is shared by the Department of Parks and Recreation and the Office of the Director of Finance. The Water Department finances capital improvements through self-sustaining revenue bonds and self-sustaining operating revenue in the capital budget. The Streets Department is budgeted to increase 11.6% (\$3.3 million) in City funding in FY16 compared to FY15. Additional funds are budgeted for reconstruction/resurfacing and Americans with Disabilities Act (ADA) ramp reconstruction on neighborhood streets throughout the city. SEPTA is budgeted for an increase of 4.8% (\$174,000) of City funding in FY16 compared to FY15. This increase in City funding will leverage over \$258.6 million in state, federal, and other monies for these projects.



Department	Source of funding*	FY08 Budget \$ Thousand	FY08-FY13 Budget \$ Thousand	FY15 Budget \$ Thousand	FY15-FY20 Budget \$ Thousand	FY16 Proposed Budget \$ Thousand	FY16-FY21 Proposed Budget \$ Thousand	FY16-FY15 change** \$ Thousand
Managing Director's Office	City funding	2,500	15,000	655	3,430	775	3,275	120
	Total	21,502	34,002	24,425	27,200	21,783	24,283	(2,642)
Parks and Recreation	City funding	13,705	83,215	17,460	95,165	18,740	103,640	1,280
	Total	101,928	181,438	180,252	262,882	160,127	288,227	(20,125)
Finance	City funding	0	0	5,100	30,600	27,100	52,600	22,000
	Total	0	0	33,420	58,920	60,168	85,668	26,748
Water Department	City funding	0	0	0	0	0	0	0
	Total	467,337	1,272,143	917,721	2,423,977	950,242	2,449,900	32,521
Streets	City funding	13,780	73,575	28,450	193,320	31,740	199,740	3,290
	Total	242,797	417,657	292,423	682,393	312,935	863,235	20,512
Transit (SEPTA)	City funding	3,627	22,182	3,635	21,200	3,809	29,998	174
	Total	134,107	790,282	195,423	1,008,699	266,675	1,511,237	71,252
<b>Goal 4</b>	<b>City funding</b>	<b>33,612</b>	<b>193,972</b>	<b>55,300</b>	<b>343,715</b>	<b>82,164</b>	<b>389,253</b>	<b>26,864</b>
<b>Departments</b>	<b>Total</b>	<b>967,671</b>	<b>2,695,522</b>	<b>1,643,664</b>	<b>4,464,071</b>	<b>1,771,930</b>	<b>5,222,550</b>	<b>128,266</b>

\* City funding consists of General Obligation bonds, prefinanced funds, and new PICA funds. Total funding includes various funding sources such as new General Obligation bonds; prefinanced funds; PICA funds; federal, state and private funds; carryforward funds; other government funds; City self-sustaining funds; and other City sources.

\*\* Change in total capital funds could reflect a change in spending of carryforward from all sources as well as a change in receipt of new funding from all sources.

## DEPARTMENT OF PARKS AND RECREATION

**Mission:** The Philadelphia Department of Parks and Recreation promotes the well-being of the city, its citizens, and visitors by offering beautiful natural landscapes and parks, high quality recreation centers and athletic programs, important historic resources and enriching cultural and environmental programs. The Department of Recreation was created in 1951 to institute a comprehensive and coordinated program of cultural and physical recreation activities at all City recreation facilities. The Fairmount Park Commission was established in 1867 with the responsibility for park lands consigned to its care, and in 1951, the Commission was incorporated as a part of City government and designated a departmental commission of the Department of Recreation. In 2011, the Recreation Department and the Fairmount Park Commission were consolidated into a single department.

**Budget Trends:** Despite budget cuts during the recession, the Department of Parks and Recreation's budget is substantially larger than it was in FY08. Other operating funds have increased by \$2 million since FY08 due primarily to growth in U.S. Department of Agriculture funding for summer food programs for

out-of-school youth. The FY16 Proposed General Fund budget provides an additional \$3.6 million primarily a result of \$3.9 million to expand youth workforce efforts (more details on this initiative in the Accomplishments & Initiatives section below) as well as one time bonuses paid in FY15.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	40,526,039	41,007,643	42,617,565	43,429,053	811,488	1.9%
	200	6,175,452	6,374,442	6,246,525	9,319,525	3,073,000	49.2%
	300/400	2,390,204	2,895,940	2,753,805	2,673,805	(80,000)	-2.9%
	500	2,850,000	2,289,500	2,502,500	2,289,500	(213,000)	-8.5%
	Total	51,941,696	52,567,525	54,120,395	57,711,883	3,591,488	6.6%
	Positions	620	600	701	706	5	0.7%
Other*	100	3,043,967	2,729,383	3,902,439	3,836,352	(66,087)	-1.7%
	200	542,356	576,368	892,836	922,703	29,867	3.3%
	300/400	3,653,552	5,409,793	6,377,859	6,405,874	28,015	0.4%
	500	0	0	110,000	110,000	0	0.0%
	Total	7,239,875	8,715,543	11,283,134	11,274,929	(8,205)	-0.1%
	Positions	22	22	24	24	0	0.0%
All	100	43,570,007	43,737,025	46,520,004	47,265,405	745,401	1.6%
	200	6,717,808	6,950,810	7,139,361	10,242,228	3,102,867	43.5%
	300/400	6,043,756	8,305,732	9,131,664	9,079,679	(51,985)	-0.6%
	500	2,850,000	2,289,500	2,612,500	2,399,500	(213,000)	-8.2%
	Total	59,181,571	61,283,068	65,403,529	68,986,812	3,583,283	5.5%
	Positions	642	622	725	730	5	0.7%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, HealthChoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** Major services include preserving and enhancing existing green spaces, expanding the amount of green, public space available in the city, and providing sports and other recreation and outdoor activities. Philadelphia Parks and Recreation (the Parks and Recreation) also offers year-round camps, cultural activities, and targeted programming for older adults, those with disabilities, and other groups.

**Performance Trends:** Although Parks and Recreation has increased the number of programs available to the community since FY08, the number of available programs has declined by 3.7% (139 fewer programs) from FY13 to FY14 due to a reduction in seasonal staff. The increased operating funds in FY15 increased programs available to the community. As a result of increased funding, the number of programs for the first half of FY15 is above FY14 levels. The number of unique individuals who attend individual programs has also increased since the beginning of the Nutter Administration and, after declining in FY14, is increasing again in FY15. Parks and Recreation is working to transition attendance reporting from a paper to an electronic process to capture outcomes

data more accurately in future years. Outcomes data will be updated accordingly in future submissions. Parks and Recreation maintained the same number of acres mowed between FY13 and FY14 and is on track to exceed its target of 38,360 acres in FY15. Parks and Recreation has also increased the number of trees it has planted annually since FY08. While the tree planting contractor did not perform as expected in the first half of FY15 (1,300 fewer trees) the contract has been re-bid, and Parks and Recreation expects to have a more productive final quarter of FY15. In FY16, the rate of new trees planted will level off as they shift focus to maintaining trees planted in previous years.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Number of programs*	2,515	3,742	3,603	-3.7%	2,815	2,951	4.8%	3,650	3,650
Number of unique individuals who attended programs*	218,626	263,236	243,664	-7.4%	197,903	176,021	-11.1%	250,000	250,000
Total visits	2,258,238	7,304,252	6,244,017	-14.5%	3,889,386	3,105,303	-20.2%	6,400,000	6,400,000
Acres mowed	40,671	40,275	40,315	0.1%	24,503	27,082	10.5%	38,360	39,500
New trees planted**	9,879	26,015	18,313	-29.6%	8,269	7,511	-9.2%	24,724	22,630

\* Programs run, on average, 19 weeks.

\*\* Trees are only planted in the fall and spring season, so no planting activity occurs during the 1st and 3rd quarters.

**Accomplishments & Initiatives:** While Parks and Recreation is included in Goal 4 for its greening and sustainability work, many of Parks and Recreation's services relate to the health and wellbeing initiatives which support Goal 2 initiatives.

**Youth Workforce Development:** The FY15 investment in seasonal jobs, along with other resources, are allowing Parks and Recreation to reshape and improve core functions around programming and care of public lands and facilities. In turn, Parks and Recreation is increasing its ability to provide more and better programs as well as connections to the outdoors for young people across its system. In support of this, Parks and Recreation would seek to extend its leadership role in the youth (ages 14-24) workforce development world to provide meaningful pipeline employment opportunities for entry into the workforce.

Currently, Parks and Recreation holds a contract with the Mayor's Fund for Philadelphia through June 2015 to conduct a pilot that will expand Parks and Recreation's leadership role within the youth workforce development sector. Parks and Recreation will work as a complement to the Philadelphia Youth Network and align many of the City's youth employment strategies (such as Program Clusters, REACH Afterschool Pilot, PowerCorp PHL and the Mayor's Youth Violence Prevention Strategy) with the WorkReady Summer Jobs program. Beginning in FY16, the City's responsibility for program delivery for summer youth jobs would be consolidated into Parks and Recreation. Currently, Parks and Recreation is the

largest provider of seasonal work to youth in the City and this aligns with its mission and vision to build a year round youth job model. On average, Parks and Recreation provides about 1,100 “in-school” youth (ages 14-18) and 680 “out of school” youth (ages 18-24) with seasonal positions each year.

Building on the success of this pilot, additional funding provided would be leveraged with existing funding/resources to create a new Division of Youth Workforce, Learning and Development within Parks and Recreation in support of a year round youth workforce model. This model would complement the Work Ready System and enhance current seasonal hiring initiatives such as Program Clusters, REACH Afterschool Pilot, PowerCorp PHL and the Mayor’s Youth Violence Prevention Strategy.

**Greening and Enhancing Public Spaces:** Parks and Recreation, in collaboration with the Water Department and the national non-profit Trust for Public Lands, undertook a greening pilot initiative to transform underutilized parks, recreation facilities and schoolyards into viable public green spaces in neighborhoods lacking green spaces. The high impact greening treatment not only increases the green acreage in the city but also treats neighborhood stormwater run-off. As part of the School District of Philadelphia’s facilities master plan, schoolyards will be linked programmatically through green streets to nearby parks and recreation facilities. Supported by the William Penn Foundation and other external funders, groundbreaking for multiple sites kicked off in 2014 including the William Dick Elementary School and the Hank Gathers Recreation Center. Between eight to ten recreation facilities and schoolyards will receive greening and play treatments by the end of 2015.

Parks and Recreation is working to support the Mayor’s goal of achieving 30% tree coverage throughout the city. Parks and Recreation’s neighborhood-based campaign, TreePhilly, engages citizens, businesses, and communities in tree plantings around the city. A yard tree giveaway, funded by Wells

Fargo at \$375,000 over four years, provides free yard trees in the spring and fall tree planting seasons to Philadelphia property owners. Working in neighborhoods throughout the city, since 2012, TreePhilly has given away close to 12,000 free yard trees which will help benefit communities for years to come. In addition, with support from William Penn Foundation, Parks and Recreation has engaged a consulting firm to prepare a forest management plan. The plan scope includes the entire Philadelphia Park system, including neighborhood parks with a focus on tree planting/restoration opportunities, training of Parks and Recreation staff, and engaging new and existing users around our upland forests, riparian forests, trail network, shrub lands, meadows and wetlands. The plan is structured around a series of pilot projects, some of which started in 2014, that will provide opportunities to test approaches and methods while engaging with citizens and communities to effectively manage natural lands and forests.



**Benjamin Franklin Parkway Improvements:** With support from the William Penn Foundation (\$1 million) and private sponsorships (\$150,000 for two years), initial implementation of More Park, Less Way: An Action Plan included the launch of the City of Philadelphia’s new “Park on the Parkway” transforming Eakins Oval from a surface parking lot into “The Oval,” full of community programming and activities for people of all ages to enjoy. During the summer/fall 2014, The Oval was activated as a park with public programming, events and activities for five

weeks mid-July through mid-August with additional pop-up activities in September and October. Community programming and amenities at “The Oval” attracted close to 65,000 visitors. Building on this tremendous success, Parks and Recreation is leveraging both department and external funding to bring much-needed vitality and community connection to Philadelphia’s grand cultural corridor and civic space through designing and building of high-quality public parks along the Parkway. Design is underway to transform underutilized public spaces adjacent to Park Towne Place and the perimeter of Von Colln Field. Both spaces will be enhanced into dynamic public open spaces featuring spaces for play, spectators, outdoor activities and art. The project will be funded through city capital funding (\$2 million) as well as support from the William Penn Foundation (\$1 million), and work has started at Von Colln Field.

#### **Enhancing and Investing in Recreation Facilities:**

Parks and Recreation has partnered internally and externally to make significant investments in department facilities, such as City ice rinks (\$12 million) and athletic fields (\$2 million). Parks and Recreation’s lead partner, the Ed Snyder Youth Hockey Foundation, made a four-year capital and programmatic commitment to each City ice rink facility. Parks and Recreation has committed to adding an additional full-day of public and community skating at all City ice rinks. Parks and Recreation has also partnered with the Philadelphia Phillies and Major League Baseball to create the Philadelphia Urban Youth Academy. This partnership will utilize renovated fields and facilities at both Franklin Delano Roosevelt Park and Marian Anderson Recreation Center to help inner-city youth reach their fullest potential on and off the field by providing quality instruction and training and educational assistance through a variety of year-round programs for approximately 100 children annually, funding through Parks and Recreation’s programming budget since 2012.

With the support of numerous community and neighborhood partners Parks and Recreation opened all 70 operational outdoor pools and five indoor pools

for the summer season in FY15. In addition to providing outdoor recreation for children, youth, teens, and families, Parks and Recreation also employed approximately 800 seasonal staff as part of operations and programming. On average, there are one million visits during the eight-week pool season and over 2,000 people participate in swim lessons and aquatics programming.



The Neighborhood Park Stewardship Program is a partnership with the Fairmount Park Conservancy, the Philadelphia Water Department, and the Pennsylvania Horticultural Society to support the sustainability and renewal of neighborhood parks as versatile, multifunctional vehicles that provide significant social, cultural, and environmental benefits to the city and region. With initial support from the William Penn Foundation, the program is engaging surrounding communities to make substantial improvements in landscape management and horticultural design in seven parks, which can be expanded across the neighborhood parks system. The majority of work will be completed in FY15 with approximately \$6 million in total capital funding (including a \$465,000 grant from the Pennsylvania Department of Conservation and Natural Resources).

**Out of School Time Expansion:** Parks and Recreation is improving the quality and quantity of out of school time programming to support positive youth development. With support from the Wallace Foundation, and in coordination with the Deputy Mayor for Health and Opportunity and support from the Department of Human Services (DHS), Parks and



Recreation built an “out of school time” information system to unite existing DHS systems, create common outcome measures, and provide high quality and up-to-date information to families, providers, and other stakeholders about the system as a whole. Beginning in the summer of 2014, Parks and Recreation launched the Recreation, Environment/outdoors, Athletics/sports, Culture/arts and Healthy habits (REACH) afterschool pilot at 21 recreation centers, offering wellness services designed to promote an appreciation for the environment and outdoors, athletics and sports, the arts and establishing healthy habits through fitness. REACH has been expanded to 32 recreation centers.

**Promote Healthy Eating and Outdoor Connections:**

To support the Mayor’s goal of having farmers markets, gardens and farms accessible to Philadelphians, Parks and Recreation currently hosts community gardens and farm training sites at Parks and Recreation facilities and centers across the city. This helps to advance not only the *Greenworks* targets, but also Parks and Recreation’s mission to connect communities to the outdoors, encourage healthy behaviors, and provide high-quality programming. Starting in 2013, Parks and Recreation’s FarmPhilly initiative offered support and infrastructure resources to create expanded or new community gardens/farm training projects engaging hundreds of children at facilities.



FarmPhilly will be an active partnership, led by Parks and Recreation, involving the Philadelphia Redevelopment Authority, the Department of Public Property, the Office of Housing and Community Development, and the Philadelphia Housing Development Corporation. The initial objectives for FarmPhilly are to save long-term community gardens that are currently on vacant land and to facilitate the creation of new urban agriculture projects on vacant land. Parks and Recreation possesses expertise in land management, ecosystem development and capital projects, competencies that are crucial to the success of FarmPhilly. To date, the parties have reached agreement on the process for site identification, land transfer, and the creation of internal support systems.

**Bartram’s Mile and the Schuylkill River Trail**

**Extension:** In collaboration with the Schuylkill River Development Corporation, Philadelphia Industrial Development Corporation and the John Bartram Association, Parks and Recreation began the process to create the Bartram’s Mile, a dynamic trail, greening and open space opportunity along the watershed area of the tidal Schuylkill River connecting the Gray’s Ferry Crescent south to 58<sup>th</sup> Street, including Bartram’s Garden. Bartram’s Mile will connect people to the outdoors and the Schuylkill River, enhance the watershed, and celebrate the history and horticulture of Bartram’s Garden. In addition, the Schuylkill River Trail will be extended from Bartram’s Garden along the riverfront, and connect to the 58<sup>th</sup> Street portion of the East Coast Greenway. This will advance Bartram’s Mile as a premier destination with multiple unique public spaces, horticulture, and connections to recreational opportunities and the river. Construction will begin in the second half of FY15 supported by a total of \$6.8 million in funding from the William Penn Foundation, PEW Charitable Trusts, the Lenfest Foundation, the Commonwealth of Pennsylvania, and other city resources.

**Discovery Center:** The Discovery Center will provide opportunities for visitors and residents to commune with nature on trails and a ropes course, to participate in environmental education and birding programs and

engage in outdoor fitness. The proposed location for the Discovery Center is the west basin of the East Park Reservoir and surrounding grounds in East Fairmount Park. The City has budgeted \$2 million in Capital city funds of \$1 million each in FY16 and FY17. These City funds will match private funds for the new center.

**JFK Plaza/Love Park:** Design is underway on the complete renovation of the Plaza. The scope includes replacement of the entire park including, lighting, landscaping, the fountain, paving, and site amenities. Design is expected to be completed in 2015, construction will begin in 2016 and the redesign is expected to be completed in 2017.

**Penn Treaty Park:** In FY16, \$100,000 is budgeted in the FY16 Proposed Capital budget for Penn Treaty Park site improvements. Penn Treaty Park is a small park on the western bank of the Delaware River. The land that is now the park is where William Penn famously entered into a treaty of peace with the chief of the local Lenape tribe in 1683. This funding will leverage private funding and help implement Phase I master plan recommendations including grading, stormwater management and related site improvements.



## OFFICE OF SUSTAINABILITY

**Mission:** Office of Sustainability coordinates the implementation of *Greenworks*, Philadelphia's comprehensive sustainability plan that was released in 2009.

**Budget Trends:** The Office of Sustainability was funded through the Mayor's Office until FY15. As a recently established as a permanent office in the Philadelphia Home Rule Charter, the Office of Sustainability will have its own budget starting in FY16.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	N/A	N/A	N/A	537,979	N/A	N/A
	200	N/A	N/A	N/A	279,508	N/A	N/A
	300/400	N/A	N/A	N/A	17,840	N/A	N/A
	Total	N/A	N/A	N/A	835,327	N/A	N/A
	Positions	0	0	0	8	8	N/A
Other*	100	N/A	N/A	N/A	167,747	N/A	N/A
	200	N/A	N/A	N/A	60,000	N/A	N/A
	Total	N/A	N/A	N/A	227,747	N/A	N/A
	Positions	N/A	N/A	N/A	3	N/A	N/A
All	100	N/A	N/A	N/A	705,726	N/A	N/A
	200	N/A	N/A	N/A	339,508	N/A	N/A
	300/400	N/A	N/A	N/A	17,840	N/A	N/A
	Total	N/A	N/A	N/A	1,063,074	N/A	N/A
	Positions	N/A	N/A	N/A	11	N/A	N/A

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** OS benchmarks data on *Greenworks* initiatives to measure progress on advancing sustainability. Now in the final year of the *Greenworks* timeline, the City government and its partners recognize that in order to fulfill the collective charge and shared vision; the focus needs to move towards sustaining sustainability. In the 2014 Progress Report,<sup>65</sup> the Office of Sustainability reported that work on 160 of 164 initiatives is underway or complete. The Office of Sustainability also convenes inter-departmental planning sessions around climate preparedness and climate impacts on City services and operations.

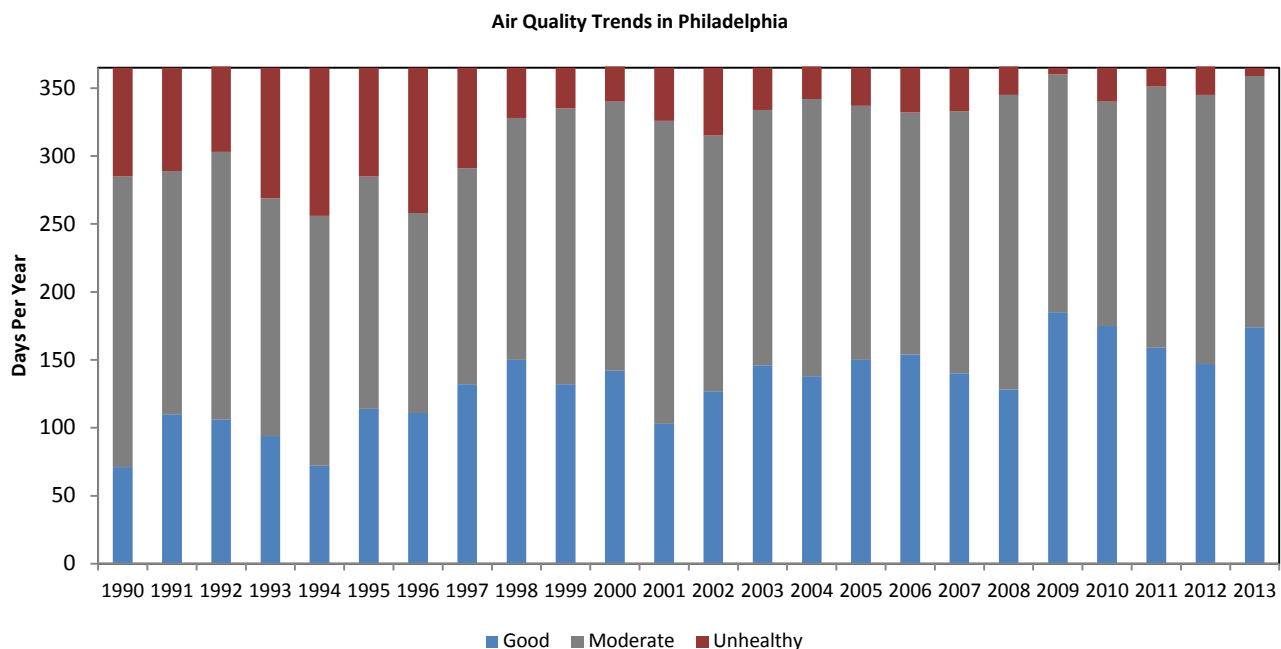
<sup>65</sup> [2014 Greenworks Progress Report](http://www.phila.gov/green/PDFs/Greenworksprogressreport.pdf) (<http://www.phila.gov/green/PDFs/Greenworksprogressreport.pdf>)

## Accomplishments & Initiatives

**Progress on Greenworks Metrics – Air Quality:** For the first time, Philadelphia exceeded the *Greenworks* goal for air quality. There were six unhealthy Air Quality Index (AQI) days reported by the Department of Public Health’s Air Management Services unit in 2013, 15 fewer than the previous year and the lowest number since 2009. Unhealthy AQI days have become less frequent since 1990, as stronger federal and local emissions standards have dramatically reduced concentrations of carbon monoxide, nitrogen dioxide and other airborne pollutants. Weather will continue to cause yearly fluctuations in this measure, but the

encouraging long-term trend is toward better air quality.

*Greenworks* also aims to support the creation of new gardens, farms and farmers markets that help to increase walkable access to affordable, healthy and local food. In 2014, the Office of Sustainability reported that there are 340 food access sites in Philadelphia. The figure represents an increase from 230 in 2008 and exceeds the goal of 316 by 2015. Additional information on other *Greenworks* metrics can be found in the 2014 Progress Report.



**Energy Performance Project:** In January 2015, construction was completed on Philadelphia’s first, large-scale energy performance project at the four large downtown “Quadplex” buildings: City Hall, Justice Juanita Kidd Stout Center for Criminal Justice, the Municipal Services Building, and One Parkway. The project invested a total of \$12.2 million in critical infrastructure and energy efficiency enhancements which are projected to realize a net reduction in utility costs of more than \$1.4 million annually, which equals approximately 20% of the total energy use across the four buildings. These improvements were funded using a combination of Qualified Energy Conservation

bonds (a bond that enables qualified state and local government issuers to borrow money at attractive rates to fund energy conservation projects) and revenue bonds totaling \$12.3 million.

Noresco, the City’s contractor, has guaranteed the cost savings from the project for a 15 year term, allowing the City to reduce its energy use and realize savings from the utility costs. The City has already realized substantial energy and cost reductions associated with the project. As an example, between FY13 and FY14, City Hall’s electricity usage dropped from 8,000,000 kWhs to 5,120,000 kWhs, resulting in

reduced costs associated with electricity of over \$300,000. Other buildings in the project have showed similar reductions to date, and some of the project savings are only now occurring as a result of the more recent renovations.

**Energy Benchmarking:** The Office of Sustainability completed implementation of the second year of energy benchmarking, which promotes energy efficiency and transparency by requiring owners and operators of every non-residential building over 50,000 square feet in the city (approximately 2,000 facilities) and municipal buildings over 10,000 square feet (approximately 400 facilities) to publicly disclose the energy and water usage per local legislation. Over 90% of covered buildings reported, among the highest compliance rates for similar programs in the United States. Overall, benchmarked buildings account for 25% of the total square footage of all buildings in the city, and 14% of Philadelphia's greenhouse gas emissions. The Office of Sustainability is working to better communicate this information to building owners and operators by issuing individualized building "report cards" to each facility and through the recently launched benchmarking data visualization tool developed in partnership with Philadelphia-based geospatial analytics firm Azavea.

**Educating City Workforce on Energy Reduction Efforts:** In 2015-2016, the Office of Sustainability will provide building operator training for City employees and participants in the commercial building Energy Reduction Race, a citywide competition to save energy in Philadelphia's largest buildings. The program will offer three levels of training and is aimed at providing skills and tools to manage buildings to achieve high energy performance, which will result in reduced energy costs and greenhouse gas emissions.

The Energy Office, which has a dual reporting relationship between the Office of Sustainability and the Mayor's Office of Transportation and Utilities, will also continue to work with the Department of Public Property to ensure that the new police headquarters, at 4601 Market Street, explores all options related to

energy efficient and resilient design. Currently, this effort includes an analysis to determine whether a combined heat and power plant will reduce long-term operating costs and greenhouse gas emissions while enhancing the value of the project.

**Climate Change Vulnerability:** The Office of Sustainability and partner agencies are building on previously gathered climate science to understand better Philadelphia's vulnerabilities and opportunities to adapt to climate changes. The Office of Sustainability plans to publish a future-looking climate adaptation report in FY16 which will outline the relative costs of inaction and the costs and benefits of climate adaptation strategies; include a prioritized list of climate change preparation strategies, organized by City department, with cost estimates; and communicate local climate risk and adaptation opportunities to City departments, partner agencies, elected officials, external stakeholders, state and federal agencies, academics, interested residents, and peer cities. While the adaptation report will not focus on strategies to mitigate carbon pollution, it will identify co-benefits of adaptation strategies, including when actions also reduce greenhouse gas emissions.

## MAYOR'S OFFICE OF TRANSPORTATION AND UTILITIES

**Mission:** To make sure that Philadelphians can get where they are going, no matter how they choose to get there; that Philadelphia's water, electricity, and gas systems are of the highest caliber; and that investments and plans that affect the city's infrastructure, and the people who use it, have a shared vision of increased mobility and sustainability. As the coordinating body in the City's transportation and utilities infrastructure, the Mayor's Office of Transportation and Utilities plays a central role in coordinating multi-agency initiatives towards this goal throughout the city.

**Budget Trends:** The Mayor's Office of Transportation and Utilities (MOTU) was first appropriated \$500,000 as an independent office in FY09 after it absorbed the Municipal Energy Office within the Managing Director's Office. Funding for MOTU has increased significantly between FY09 and the FY15 Current Projection largely due to an influx of federal grant funding, such as the Energy Efficiency and Conservation Block Grant. The General Fund allocation

has also increased to fund the newly created Philadelphia Energy Authority and to pay for advisory services on hedging for fuel purchases. The total FY16 Proposed Operating Budget is 18.1% lower than the FY15 Current Projection, a result of transferring out the newly independent Office of Sustainability (3 employees) from MOTU (more information on the Office of Sustainability can be found on page 184).

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	N/A	517,741	531,512	474,340	(57,172)	-10.8%
	200	N/A	191,197	289,930	259,930	(30,000)	-10.3%
	Total	N/A	708,937	821,442	734,270	(87,172)	-10.6%
	Positions	N/A	13	14	13	(1)	-7.1%
Other*	100	N/A	449,043	551,439	457,432	(94,007)	-17.0%
	200	N/A	12,750	698,435	1,698,435	1,000,000	143.2%
	300/400	N/A	980	2,500	2,500	0	0.0%
	Total	N/A	462,773	1,252,374	2,158,367	905,993	72.3%
	Positions	N/A	2	2	0	(2)	-100.0%
All	100	N/A	966,783	1,082,951	931,772	(151,179)	-14.0%
	200	N/A	203,947	988,365	1,958,365	970,000	98.1%
	300/400	N/A	980	2,500	2,500	0	0.0%
	Total	N/A	1,171,710	2,073,816	2,892,637	818,821	39.5%
	Positions	N/A	15	16	13	(3)	-18.8%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, HealthChoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** MOTU builds a shared vision and coordinates decision-making among agencies and departments that manage the city's transportation and utilities infrastructure – the Streets Department, Commerce Department, Department of Public Property, Traffic Police, City Planning Commission, the School District of Philadelphia, the Department of Parks and Recreation, the Division of Aviation, the waterfront and port agencies, the Southeastern Pennsylvania Transportation Authority (SEPTA), Port Authority Transit Corporation (PATCO), the Pennsylvania Department of Transportation (PennDOT), Amtrak, the Delaware Valley Regional Planning Commission (DVRPC), and Philadelphia Gas Works (PGW).

**Performance Trends:** Energy use and cost data is reported on a one quarter lag due to billing cycles. Energy consumption has increased by 0.7% from FY13 to FY14. However, consumption in the first quarter of FY15 was 4% lower than in the first quarter

of FY14. FY15 energy use is down due to conservation efforts and a mild summer. Unit costs for electricity increased as compared to last year which explains the increase in energy cost to the City.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1- Q2*	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
General Fund including Street lighting energy consumption (Million British Thermal Units)	N/A	1.84	1.86	0.7%	0.86	N/A	N/A	1.65	1.65
City-wide energy costs (\$ Million)	N/A	\$41.87	\$41.50	-0.9%	\$18.88	N/A	N/A	\$41.50	\$47.80

### Accomplishments & Initiatives

**Energy Procurement Program:** MOTU re-established an Energy Office, which has a dual reporting relationship between MOTU and the Mayor's Office of Sustainability, to lead a strategic energy procurement program, which provides the City access to wholesale energy markets and lowers and stabilizes the City's energy costs. This has saved over \$2 million annually from FY11 through FY14. In FY16, MOTU will continue to consolidate the City's energy efficiency efforts and energy procurements efforts within the Energy Office, supported by professional engineering and analytical staff.

**Incentives for Energy Efficient Operations:** Each year the General Fund spends approximately \$33 million on electricity, natural gas, and steam. As with most large public, non-profit and private institutions, energy budgeting and bill payments are centralized. Centralized utility-related activity has advantages; the City as a whole is able to easily track energy usage and costs, bill payments are streamlined and designated to one group, and the City is able to better understand what is being done from a building improvement and performance standpoint. The challenge with any organization that centralizes utility payments is for the separate internal units to actively participate in affecting the overall operating budget of the designated department that oversees utility payments. In June 2013, MOTU initiated an inter-departmental energy efficiency incentive pilot

program to raise awareness around energy conservation, reward departments that lower their energy consumption, and save the City money. Departments that participate in this program are the Department of Parks and Recreation, the Department of Public Health, the Department of Public Property, the Police Department, and the Fire Department. A portion of the savings achieved by departments will be allocated to those departments to further encourage them to conserve energy.

**Fuel Hedging:** MOTU, in conjunction with the Office of Fleet Management and the Office of the Director of Finance, developed a Vehicle Fuels Cost Management Plan that set forth targets for hedging, and a hedging committee was established to govern hedge purchases. Hedging began in FY15 for fuel purchases for City vehicles which is anticipated to save \$3 million in FY16. Fuel price hedging mitigates risk and uncertainty in future fuel prices and saves the City money should fuel prices increase above the hedge purchase price.

**Reconfiguration of Roosevelt Boulevard:** MOTU wrote a successful grant application to leverage a \$500,000 City investment with \$4.5 million in competitive Federal, State, and SEPTA funding to provide a detailed evaluation of alternative concepts for reconfiguration of Roosevelt Boulevard. The project is built on ongoing efforts and will support a

bus rapid transit service operating in a dedicated guide-way, access management achieving effective separation of through traffic from local traffic, and significant modifications to provide safe pedestrian crossings and transit access, including grade separation in some cases.

**Transit Shelters across Philadelphia:** The City controls approximately 300 bus shelters across Philadelphia. Those shelters are typically more than 20 years old and well beyond their useful life. In FY15, MOTU, in coordination with the Department of Public Property, invited qualified firms to submit proposals for a maximum term of twenty 20 years to design, construct, install, maintain and replace the existing 300 transit shelters and add approximately 300 shelters. The recently awarded contract is expected to generate similar levels of revenue as the previous contract - approximately \$100 million in revenue over 20 years - while resulting in approximately a \$12 million investment on the part of the firm to maintain and replace the additional 250 shelters, a cost the City would have normally incurred. In FY16, MOTU will install the first 100 transit shelters, and the remaining shelters will be installed over the next five years.

**Launch and Expansion of Philadelphia's Bike Share Program - Indego:** In the spring of 2015, Philadelphia will join other leading cities - including Washington, Boston, Chicago, New York, Denver, Toronto, Montreal, London and Paris - in deploying a bike sharing system that will provide convenient, on-demand access to bicycles for short distance trips. Indego, the City's bike sharing system, will be an affordable, healthy, safe, and environmentally sustainable addition to Philadelphia's transportation options. In 2013, the City completed the Philadelphia Bike Share Strategic Business Plan which proposed an operationally viable and self supporting size and scope for bike share in Philadelphia. With Independence Blue Cross serving as the title sponsor, a system of more than 60 bike share stations and 600 bikes will serve an area that stretches from the Delaware River into West Philadelphia and from the Navy Yard

through Center City to North Philadelphia and Temple University's main campus. Bike sharing provides a low cost transportation option for those residents that most need access to affordable options. The system proposed in the Strategic Business Plan had a service area that includes more than half of all Philadelphians who live below the poverty line. The network of public bikes will be available for pick up and drop off at 60 convenient stations across Philadelphia, in Center City and parts of North, South, and West Philadelphia, in the spring of 2015. Bike share will expand further in future years and potentially grow to 180 stations and 1,800 bikes. In addition to the \$3 million capital investment approved by City Council in 2013, \$13 million in public, foundation and private funding was raised to support this effort, including a \$6 million dollar grant from the JBP Foundation to create the bike share, of which \$3 million will be spent on capital and programming. Title sponsor Independence Blue Cross will contribute \$1.7 million annually for the next five years.



In addition to efforts to launch bike share program, MOTU has worked to support the tens of thousands of Philadelphians who travel by bike by installing thousands of bike racks across the City, converting 1,400 parking meter poles to bike racks, installing a dozen in-street bike parking corrals, installing more than 300 way-finding signs and adding 50 miles of bike lanes.

## STREETS DEPARTMENT

**Mission:** To maintain the City's vast network of streets and roadways in a cost-effective and efficient manner.

**Budget Trends:** The Streets Department's General Fund appropriation has decreased by 3% between FY08 and the FY15 Current Projection. The FY16 Proposed General Fund budget includes funding for five new revenue generating inspector positions. Between FY08 and the FY15 Current Projection, the Streets Department doubled other operating funds, principally from the growth in federal grant funding associated with the PennDOT's Automatic Red Light Enforcement (ARLE) funding program, established in 2010, which uses a portion of the revenue generated from red light traffic violations at 19 camera-

monitored intersections within the city to fund safety improvements within the city and around the state. The FY16 Proposed Budget appropriates funding for Green Light Go for the PennDot Multimodal projects. While the Streets Department General Fund operating budget has declined, this has been more than offset by the Streets Department ability to secure continued and significant increases in grants funding from \$6.2 million in FY08 (4% of the total budget) to \$30.8 million in FY15, a 397% increase in grants-related funding and an increase to the percentage of the total operating budget from 4% in FY08 to 17% in FY15.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	66,185,877	70,707,563	74,264,688	72,724,132	(1,540,556)	-2.1%
	200	58,381,774	48,312,607	46,283,455	48,819,455	2,536,000	5.5%
	300/400	3,969,580	5,004,814	3,809,962	3,809,962	0	0.0%
	500	51,971	48,171	53,171	53,171	0	0.0%
	Total	128,589,202	124,073,155	124,411,276	125,406,720	995,444	0.8%
	Positions	1,839	1,684	1,789	1,794	5	0.3%
Other*	100	11,923,867	8,240,491	8,334,111	7,454,000	(880,111)	-10.6%
	200	15,078,862	22,065,841	41,774,069	48,324,694	6,550,625	15.7%
	300/400	4,736,089	6,617,132	12,366,261	13,867,636	1,501,375	12.1%
	800	46,342	38,670	33,670	33,670	0	0.0%
	Total	31,785,160	36,962,135	62,508,111	69,680,000	7,171,889	11.5%
	Positions	1	0	0	0	0	0.0%
All	100	78,109,744	78,948,054	82,598,799	80,178,132	(2,420,667)	-2.9%
	200	73,460,636	70,378,449	88,057,524	97,144,149	9,086,625	10.3%
	300/400	8,705,669	11,621,946	16,176,223	17,677,598	1,501,375	9.3%
	500	51,971	48,171	53,171	53,171	0	0.0%
	800	46,342	38,670	33,670	33,670	0	0.0%
	Total	160,374,362	161,035,290	186,919,387	195,086,720	8,167,333	4.4%
	Positions	1,840	1,684	1,789	1,794	5	0.3%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** The Streets Department (Streets) delivers essential services to maintain clean and safe streets, including, but not limited to, curbside trash and recycling collection to over 540,000 households, maintaining all traffic control devices and street lighting, the construction and maintenance of 320 bridges and 2,525 miles of streets and highways and snow and ice removal.



**Performance Trends:** Streets collected 495,683 tons of trash from households in FY14, and collections are expected to increase to 520,000 tons in FY15 if the current trend continues. For planning purposes, Streets has projected annual tonnage of 521,200 for the last two fiscal years, and although tonnage has come in below that in FY14, it appears it will approach the planned level for FY15. This estimate anticipates the city will not have a severe winter such as the one during 2014 which significantly impacted trash collection amounts. While the FY15 target for on-time trash collections is 96%, a severe shortage of compactors due to the age and condition of Streets' compactor fleet has caused sanitation crews to working beyond their regularly scheduled assignments and impacted on-time collection rates and labor overtime costs. As a result, on-time collections are trending at 86% currently in FY15. Streets is purchasing additional compactors to address this issue.

Under the Nutter administration, Philadelphia has experienced the greatest rise in recycling participation in the program's history, rising from 8% in FY08 to 20.9% for FY14 and 19% in the first half of FY15. The increase has been fueled by changes Streets has made in the process of collection, implementation of single

stream city wide, and addition of materials eligible for recycling such as plastics, cardboard and various cartons, as well as by offering Philadelphia Recycling Rewards. Recycling tonnage is expected to decrease from 127,869 in FY14 to 127,000 in FY15 due to changes in the composition of recycled materials collected. As a result, Streets anticipates that this trend will remain relatively stable in FY15 and FY16, and as a result, is adjusting the FY16 recycling rate to 21%. The Streets Department is on track to hit its FY15 targets for on-time recycling collection (97%) and pothole response time (under two days). Extreme winter weather can impact performance trends in Q3 of FY15. Snow accumulation and extreme low temperatures, particularly after snowfall, results in slowed trash and recycling collections, as the use of Sanitation employees and equipment to support snow removal efforts divert resources away from collections. If experienced, these factors will contribute to overtime costs and decreased on-time collection times. In addition, recycling often becomes contaminated when there are delays in collections, and citizens have limited capacity to store recycling while they wait for it to be collected. These factors also impact recycling rates.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Tons of solid waste processed*	623,116	501,619	495,683	879.2%	253,549	270,863	6.8%	521,200	521,000
On-time trash collections (by 3 PM)	98.0%	96.0%	85.1%	-11.4%	90.7%	85.5%	-5.7%	96.0%	96.0%
Tons of waste recycled	51,427	122,222	127,869	4.6%	64,671	59,987	-7.2%	127,000	127,000
On-time recycling collections (by 3 PM)	98.0%	97.0%	93.3%	-3.8%	96.5%	96.5%	0.0%	97.0%	97.0%
Recycling rate (curbside)	8.0%	20.0%	20.9%	4.5%	21.0%	19.0%	-9.5%	23.0%	21.0%
Pothole response time (days)	0.79	1.32	1.79	35.6%	1.565	2.0	27.8%	2.0	2.0

\* Does not include other tonnage collected by Streets, i.e. waste from City facilities, commercial buildings, and the Public Housing Authority.

## Accomplishments & Initiatives

**Maintaining Streets:** Streets coordinated and performed review and approval for multiple and varied private development and various roadways, signal and streetscape projects around the city, many of which provide for a much more efficient street

system. A more efficient street system results in less congestion, enhanced traffic egress along city roadways or alternative bicycling and pedestrian trail ways, and significantly reduced fuel consumption. A total of 53 projects at \$278 million have been

advertised or let for construction since 2008, and, during FY14 alone, a record number of capital projects across divisions were awarded or completed with \$58 million in projects advertised or let for construction. Notable projects include: the Tower Street and Cresson Street retaining wall in Manayunk, which will result in Philadelphia's first green (vegetated) retaining wall; the South Street Bridge which included pedestrian and bicycling amenities and pedestrian-friendly traffic signals; and Transportation Investment Generating Economic Recovery (TIGER) projects, involving 17 trail projects, including the last two successfully completed – the Tidal Schuylkill Greenway Boardwalk from Locust Street to South Street and the Delaware Allegheny Trail from Richmond Street to Lewis Street. The TIGER Boardwalk project recently won the Pennsylvania Society of Professional Engineers (PSPE) Outstanding Engineering Achievement Award.

Additionally, the City is increasing its investment from \$16 million in FY15 to \$20 million in the reconstruction/resurfacing and ADA ramp reconstruction in the FY16 Proposed Capital budget. This funding will be used to resurface and reconstruct neighborhood streets and Fairmount Park roads as well as design, reconstruct and verify ADA handicap ramps on City streets.

**Clean Streets Enforcement:** Streets implemented a number of enforcement strategies in order to develop and maintain clean and green streets. Enhancements to the Streets & Walkways Education and Enforcement Program (SWEEP) include electronic ticketing devices and decentralized SWEEP deployment providing for increased enforcement. This decentralization has enabled officers to issue 155,396 citations in FY13, the highest number ever, generating \$4.6 million in paid fines. During FY14, 145,373 citations were issued, resulting in \$3.5 million in fines paid, and thus far, 64,563 citations have been issued during the first two quarters of FY15. While winter weather and other seasonal factors impact ticket issuance, Streets does not expect to reach 145,000 citations by the end of FY15 based on current trends.



#### **Increased Community Trash Removal and Recycling Participation:**

Streets implemented two major initiatives to increase community participation in trash removal and recycling participation: the Philly Recycling Rewards Program and the Annual Philly Spring Clean Up. The Recycling Rewards Program rewards households that recycle with points that can be redeemed for discounts, full value gift cards, and charitable contributions. Since the program's inception in FY10, the number of subscribers has grown from 115,379 to 195,410 in FY14. New subscribers are being added at about 1,000 to 2,000 per month for a total of 7,500 in the first two quarters of FY15. The Annual Philly Spring Clean Up has steadily increased area project sites since 200 at its inception in FY08 to an unprecedented 569 in FY14. During this period a total of 84,125 volunteers have removed 7.9 million pounds of trash and 394,139 pounds of recyclable material throughout the city.

**Improved Waste Management:** Streets issued new disposal contracts that have nearly eliminated land filling of waste, and included a \$22 million investment by Waste Management, Inc. for a new facility which began operations in FY14. The new facility is processing up to 1,000 tons of waste per day to create an engineered fuel product, marketed by Waste Management, Inc. as a clean low emissions alternative fuel.

**Alternative Waste Processing Technologies:** Streets has embarked on a systematic assessment of alternative waste processing technologies that promise long-term operational, economic and environmental sustainability, which will serve as the basis for a 10-year update of the City's Municipal Waste Management Plan. Numerous innovative technologies are emerging in the marketplace that focus on biological or chemical waste treatment and the use of trash for energy processes.

**Northeast Incinerator:** In the FY16 Proposed Capital budget, \$2.0 million in City funds are recommended to be added to other City funds in previous fiscal years for the Northeast Incinerator Building Rehabilitation for Citywide Cleaning Operations, Streets Walkways Education Enforcement Program (SWEEP). This is the final phase of the project to complete floors 2, 3, 4 and install the elevators. The Project involves building interior fit out for 40,000 square feet: elevators, geothermal well field, mechanical/HVAC systems, roof and window replacement, masonry work, plumbing and electrical work for office space, locker rooms, conference room space, and warehouse space for the Division's Construction and Facilities Management Unit. The project will be LEED Silver Certified. The Six-Year Capital Program also includes an additional \$750,000 in FY17 for this project.

**Reduced Collection Frequency:** BigBelly solar-powered trash bin containers were initially installed in Center City during 2009. Since then, the BigBelly network has increased throughout the city to 970 units with 375 recyclers, allowing the Streets Department to significantly reduce collections in Center City from 17 times per week to three per week and from five times per week to two per week outside Center City. This has resulted in a significant reduction in operational, fuel and vehicle costs, saving Streets an estimated \$1 million annually.

**Winter Storm Response:** Since FY08, Streets successfully responded to 77 winter events with annual accumulations averaging 31.5 inches per year, ranging from less than one inch to a maximum of 78

inches. This included the first and second snowiest winters recorded in Philadelphia history during FY10 and FY14 respectively. The latter was particularly challenging due to a record 19 winter events, including four with accumulations of over six inches, and two ice storms. During this period, Streets highway crews continued to maintain and repair city roadways, including a record total of more than 50,000 potholes repaired in FY14 and timely roadway repairs for special events.

**Traffic Calming Strategies:** Streets successfully designed, installed and tested a variety of safe transportation systems to calm traffic, reduce speeding, and provide pedestrian safety. This included an innovative Kelly Drive pilot project where excessive speeds triggered traffic signal changes; education message boards and speed cushions throughout the city; the re-timing of 2,400 intersections; and installation of over 400 pedestrian countdown signals. By 2012, the city realized a 10% reduction in crashes involving pedestrians. By the end of calendar year 2015, all traffic signals will be re-timed.



**Energy Efficient Street Lighting and Traffic Signals:** Streets continues its ambitious plan to modernize the entire City-owned street lighting system. Since 2011, this modernization plan has replaced over 602

obsolete streetlight luminaries, 154 pedestrian scale lights (smaller-scale, more frequently spaced fixtures), and 2,396 alley lights with energy efficient LED lighting components. These efforts will continue to minimize light pollution and energy usage, and provide for improved livability of neighborhoods. The overall project is scheduled to be completed by 2025, and annual street lighting costs are \$48.4 million.

Additionally, Streets successfully finished converting all traffic lighting signals from incandescent bulbs to energy-efficient LEDs in FY11, at an overall cost of \$4 million. This project took three years to complete, converting 2,937 traffic intersection signals to LED lighting and reducing power consumption from 883,638 kilowatts per month to 252,813 by FY11, a 71% decrease. It has resulted in significantly reduced monthly costs, going from \$100,000 per month to \$28,500 per month in FY11. This initiative continues to produce energy savings relative to the FY11 baseline with FY14 power consumption at 249,449 kilowatts per month and monthly costs at \$24,163.

**New Traffic Operations Center (TOC):** Streets is in the process of establishing a fully integrated Traffic Operations Center (TOC) that will centralize traffic control and Intelligent Transportation Systems throughout the city. The TOC will allow for real-time adjustments to improve driver and pedestrian safety, increase the efficiency of the city's street system and lead to significantly reduced fuel consumption as a result of less congestion and increased traffic egress along city roadways. TOC construction has been advertised and is currently in the award process with costs currently budgeted at \$4.2 million. The TOC is scheduled to be fully operational in the summer of 2015.

**Americans with Disabilities Act (ADA) Ramp Partnership:** During FY14, Streets partnered with the Mayor's Commission on People with Disabilities, agreeing on a two-year pilot program to identify street curbs that are in the greatest need and upgrade them to federal standards. This will allow Streets to efficiently and effectively allocate capital local paving

funding to focus ADA construction costs on ramp locations in areas of high demand and in curbs in the greatest need of upgrades, thereby dedicating remaining paving costs to city streets and roadways. This initiative is projected to increase paving mileage by 240% while more effectively responding to the needs of the disabled community.

**Increased Bicycle Commuting Capacity:** With over 200 miles of bike lanes, Philadelphia has the highest percentage of bicycle commuters among large cities in America--over twice the national average. As part of the Greenworks goals to reduce vehicle usage and greenhouse gas emissions, the City continues to invest in bicycle infrastructure. Since FY08, Streets has added over 56 miles of bike lanes to City streets and roadways.

**Workforce Development:** In January 2013, Streets, in conjunction with the Mayor's Office, implemented the Philly Future Track program. The program engages 18-24 year-olds not currently employed or enrolled in higher education in the removal of litter and debris or technical land surveying work in order to help them earn a livable wage and prepare them for full-time employment. Since the program's inception, a total of 198 young people completed the program, and, in several cases obtained entry-level civil service jobs with the City.



## PHILADELPHIA WATER DEPARTMENT

**Mission:** To plan for, operate, and maintain both the infrastructure and the organization necessary to purvey high quality drinking water for the Greater Philadelphia region, provide an adequate and reliable water supply for all household, commercial, and community needs, and sustain and enhance the region's watersheds and quality of life by managing wastewater and stormwater effectively.

**Budget Trends:** As a utility, the Philadelphia Water Department (PWD) is not funded through the General Fund but is funded primarily by the revenue the water revenue bureau collects for clean water and wastewater treatment. In FY14, PWD saw over a \$30 million increase in operating expenses due to lump

sum payments to retirees; storm water management planning, infrastructure maintenance and investment; increased costs of commodities and energy; and additional debt service costs. The FY16 Proposed Budget allocates an additional \$5 million from the FY15 Current Projection.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
Water & Water Residual Fund	100	90,082,434	89,649,635	99,000,000	102,961,600	3,961,600	4.0%
	200	148,253,516	114,344,574	139,146,900	151,645,200	12,498,300	9.0%
	300/400	38,523,686	43,538,615	44,286,100	47,460,200	3,174,100	7.2%
	500	4,583,995	6,036,097	0	100,000	100,000	N/A
	800	124,879,892	76,515,198	114,425,000	99,724,000	(14,701,000)	-12.8%
	Total	406,323,523	330,084,119	396,858,000	401,891,000	5,033,000	1.3%
Positions		1,758	1,744	1,947	1,947	0	0.0%

**Description of Major Services:** The Philadelphia Water Department (PWD) serves the Greater Philadelphia region by providing integrated water, wastewater, and stormwater services. PWD also operates three drinking water plants which treat and deliver about 236 million gallons per day of top quality drinking water that meets or exceeds all federal, state and local regulations. Additionally, it operates three water pollution control plants that treat approximately 490 million gallons of wastewater per day at a level that meets or exceeds federal and state standards, protecting and preserving our vital waterways.

**Performance Trends:** Gallons of water treated decreased by 0.7% between FY13 and FY14 and decreased by 4.5 in the first half of FY15 compared to same time period in FY14 based on the demand of PWD customers. PWD's Water Pollution Control Plants (WPCP) continue to achieve 100% compliance with their National Pollutant Discharge Standards. In FY15, the Southeast WPCP will receive a Platinum 15 Award for 15 years of 100% compliance. The Northeast WPCP will receive a Platinum 9 Award, and the Southwest WPCP will receive a Gold 4 Award.

PWD surveyed 775 miles of pipeline for leakage in FY14, 19.4% or 187 miles fewer than in FY13. The variation in miles of pipeline surveyed is partly

explained by the trends in water main breaks, as the same crew and equipment are used to conduct the survey and locate active leaks. With more main breaks to locate in FY14 than in FY13, the crews were not able to survey as many miles of pipeline for leakage as in the prior year. Total water main breaks in Philadelphia still remain below the national average and PWD continues to implement a detailed water main replacement planning initiative, which uses risk-based planning to identify and prioritize main replacement projects, ultimately reducing the total of annual water main breaks throughout the city. In FY14, the average time to repair water main breaks was roughly 6.2 hours, below the eight-hour target. Additionally, PWD is currently meeting the target of

ensuring 99.7% of hydrants are available. PWD cleaned 94,653 storm drains in FY14, a 5.6% decline from FY13 numbers, but FY15 is on track to exceed FY14 totals based on Q1-Q2 trends.

PWD is pursuing an aggressive plan to reduce stormwater overflows through greening its infrastructure, and has approved 385 acres of private development plans across the entire city in FY14 (53.4% increase from FY13). In the first half of FY15,

PWD approved an additional 263 acres, a 30.9% improvement compared to the same time period in FY14. As a result of this work, the watershed stormwater flow was reduced by 55.5% FY14 and was reduced by 31% for the first half of FY15 compared to the same time period in FY14. As the stormwater reduction plans move forward, PWD will need to replace some of the related metrics in the table below with more suitable measures that more appropriately capture the activities in this area.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Millions of Gallons of Treated Water	93,679	89,616	90,213	0.7%	44,783	42,790	-4.5%	97,920	97,920
Percent of Time Philadelphia's Drinking Water Met or Surpassed State & Federal Standards	100.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%
Miles of Pipeline Surveyed for Leakage	1,113	962	775	-19.4%	458	397	-13.3%	1,130	1,130
Water Main Breaks Repaired	687	823	969	17.7%	368	333	-9.5%	905	100
Average Time to Repair a Water Main Break upon Crew Arrival at Site (Hours)	7.6	5.8	6.2	6.5%	6.4	6.5	2.4%	< 8.0	< 8.0
Percent of Hydrants Available	99.7%	99.7%	99.7%	0.0%	99.7%	99.6%	0.0%	99.7%	99.7%
Number of Storm Drains Cleaned	75,804	100,251	94,653	-5.6%	49,746	53,739	8.0%	111,444	111,444
Acres of Watershed Plans Approved	485	251	385	53.4%	201	263	30.9%	240	240
Resultant Watershed Stormwater Flow Reduction (Million Gallons)	461	236	367	55.5%	192	250	30.1%	228	228

### Accomplishments & Initiatives

**Implementation of Utility-Wide Energy Strategic Plan:** Since 2008, PWD has led several initiatives that have furthered its development of its Utility-Wide Energy Strategic Plan including:

**Aircraft Deicer Co-Digestion:** In the winter of 2008, PWD began accepting aircraft deicer (chemicals used to remove and prevent ice) from the Philadelphia International Airport to feed to the anaerobic digesters at its Southwest Water Pollution Control Plant. This process increases the production of energy-rich methane gas that PWD can use to power plant operations, which reduces PWD's dependence on non-renewable energy sources. Collecting the deicer and preventing introduction to the water effectively curtails the environmental and public health problems associated with deicer use. Through the addition of

deicer to the anaerobic digesters at Southwest, PWD increased its digester methane production by an average of 7,600 MMBTU (one million British Thermal Units) per year.

**Solar Panel System:** In August of 2011, PWD finalized the installation of a photovoltaic system consisting of 1,014 solar panels at the Southeast Water Pollution Control Plant. The system is expected to generate over 300,000 kWh, which is equal to the electrical energy needed to power approximately 32 homes annually. The total project cost was \$1.6 million, with over half coming from the Energy Efficiency and Conservation Block Grant Program. The project payback is estimated to be 12 years.

**Sewer Geothermal:** In February of 2012, PWD put its Sewage Geothermal Installation into operation at the Southeast Water Pollution Control Plant. The installation extracts energy from the sewage arriving at the plant and uses it to heat the plant's compressor building and gallery space, saving PWD \$18,000 annually. PWD collaborated with NovaThermal Energy to test their unique, patented geothermal process for the first time in the United States. The project was partially funded through a \$150,000 *Greenworks* Pilot Energy Technology Program Grant. The balance of the \$240,000 project cost was covered by NovaThermal. As a result, the system was installed at no cost to PWD and its ratepayers.

**Biogas Cogeneration Facility:** The Biogas Cogeneration Facility at the Northeast Water Pollution Control Plant opened in December 2013. This facility captures methane generated from the existing sewage treatment process, which can then be used to meet all of the process heat needs and 85% of the electrical requirements for plant operations. The facility produces 43 million kWh per year, enough energy to power 4,000 homes annually. The \$47.5 million project was made possible through an innovative public-private partnership between the City and Ameresco Inc., with funding provided through the American Recovery and Reinvestment Act. Bank of America Merrill Lynch, through its Energy Services business unit, is providing financing for the project. PWD set and has met aggressive Economic Opportunity Plan goals for the project, achieving a 42% total minority contractor participation rate and workforce inclusion percentages at 33.8% minority, 5.3% female and 53.6% minority apprenticeship.

**Water and Wastewater Systems Master Planning:** PWD is creating a 50-year Wastewater Facility Master Plan for each of the three wastewater treatment plants: Northeast, Southeast, and Southwest WPCPs. The Facility Master Plan will incorporate elements of long term population projections, sewer flow projections including suburban contracts, the effects of climate change on precipitation intensity and sea level rise, and city-wide land redevelopment plans.

The Plan also will analyze the replacement of aging infrastructure beyond year 2060, evolving needs of the City and the rehabilitation or replacement of wastewater treatment and resource recovery plants to meet the changing technologies.

PWD is also creating a 50-year Water Master Plan for the entire water system including the water treatment plants, storage reservoirs, pumping, and distribution system. The Facility Master Plan will incorporate elements of long term population projections, resiliency and redundancy needs, and future drinking water quality technology. The Plan also will analyze the replacement of aging infrastructure beyond year 2060, evolving needs of the City and the rehabilitation or replacement of water system to meet the challenges of providing safe and affordable drinking water to its citizens.



**Green City, Clean Waters:** PWD continues its work in the *Green City, Clean Waters* Partnership Agreement, a national model for U.S. cities to implement green infrastructure to address sewer overflow. As the only combined sewer overflow control program in the country to be almost entirely reliant upon green stormwater infrastructure, this model saves the City billions of dollars by avoiding the need to construct and maintain additional traditional water and sewer infrastructure. These projects appear in the form of tree lined streets (tree trenches), planted areas in sidewalks or streets, or as rain gardens or porous pavement at schools and recreation centers. Not only do these projects substantially increase the rate of



greening, but they also improve the quality of our air and water and help reduce heat-related and air-related illnesses. PWD measures stormwater management progress by the number of greened acres created, where each greened acre can manage at least the first inch of rain water. The rain water flows into the greened ground where soil and plants recycle it back into the atmosphere, reducing the runoff flowing into the sewer and sewage systems and into local rivers and streams. Since the start of FY14, the implementation of *Green City, Clean Waters* likely controlled the stormwater runoff from as much as 400 acres or more of the total area in the City through the use of green stormwater infrastructure, while also creating newly vegetated areas, better water and air quality, and improved human health conditions for residents. Combined, these completed projects represent \$30 million in Pennvest funds between 2011 and 2013. PWD received the American Planning Association's 2015 National Planning Excellence Award for the implementation of *Green City, Clean Waters*.

In the process, PWD has established strong partnerships with the community and the School District of Philadelphia for green infrastructure implementation on parks and schools. Through the Rain Check program, PWD installed over 7,000 rain barrels and over 150 other stormwater tools in residential homes. PWD is actively monitoring almost 50 green infrastructure sites and installed low cost sensors at schools for Science, Technology, Engineering, and Mathematics (STEM) education. Through the Infill Soak It Up design competition, engaged 23,000 people in 20 events focused on accelerating the adoption, adaptation and implementation of green stormwater infrastructure. PWD also launched incentive grant programs to help commercial properties manage stormwater and reduce their stormwater bills.

In September of 2014, PWD hosted a City-wide flooding symposium that brought multiple city agencies together to discuss their relationship to flood management and explore ways to improve the City's flood mitigation planning. The Citywide Flood Risk

Management Task Force used this symposium as its launch and held the first of its quarterly meetings in December 2014. The Task Force adopted an MOU and established working groups to collaboratively develop and implement sensible solutions to flood hazard issues for the City of Philadelphia on a neighborhood specific level.

In FY16, PWD will face the first five-year evaluation period set under the Consent Order with the Environmental Protection Agency regarding the Green City, Clean Waters program. By the end of FY16, 1,000 acres or more of the overall area of the city may be brought under control of green stormwater infrastructure, while creating newly vegetated areas, better water and air quality, and improved human health conditions for the residents. PWD will also seek to create a formalized network of municipalities and utilities with which to share best practices and data to help drive down costs, increase efficiency and find new financing mechanisms.

**Rate Setting and Financial Stability:** The first members of Philadelphia's new Water, Sewer and Stormwater Rate Board were appointed by the Mayor and confirmed by City Council in February 2015. The Board has independent authority to approve rate changes requested by tPWD and will institute a transparent processes for fixing and regulating rates and charges. Under the previous law, water rates were determined by the Water Commissioner. PWD will work with the Board members to provide key information and an overview of the utility operations and finances. PWD is also working on several initiatives which are focused on improving its financial planning and stability. Some of those initiatives include: 1) obtain additional bond authorization, 2) complete Series 2016 A for capital projects, 3) implement management audit findings, 4) complete consent order cost tracking and 5) establish a series of standard operating procedures and practices regarding Fixed Assets, Financial Statements, and other day-to-day accounting items.

**Investments in Infrastructure:** Over the last several years, PWD has made the following investments in its infrastructure:

The **Venice Island Performing Arts Center** sewer overflow basin project (\$47 million) significantly reduced the amount of sewer overflows to the Schuylkill River in the flood-prone Manayunk neighborhood. Venice Island is a state-of-the-art 250-seat performing arts and recreation center that also houses a green roof, rain gardens and an underground storage basin that is capable of holding nearly four million gallons of water, thus avoiding overflows directly to the Schuylkill River.

State Road wet weather relief sewer which significantly reduced the amount of wet weather overflows to the Poquessing Creek and the Delaware River.

The **Northeast Water Pollution Control Plant By-Pass Conduit Project** (\$16 million) began in 2013. When complete, this project will allow the Northeast Water Pollution Control Plant to increase its wet weather flow capacity by 215 million gallons per day up to a plant total flow of 650 million gallons per day. This project is part of PWD's Long Term Control Plan for reducing Combined Sewer Overflows in the city.

The **Philadelphia Renewable BioFuels/Synagro facility project** was the result of a challenging public-private partnership to upgrade PWD's biosolids management program. Synagro Technologies was selected for the project and developed a comprehensive approach to maximize sustainability while streamlining costs. Its best-in-class heat drying and pelletization system produces quality biosolids pellets for sale in organic fertilizer and renewable fuel markets. These sustainable outlets will ensure consistent recycling of Philadelphia Water biosolids for many years to come. The City will reap many benefits from the project, including more than \$200 million in savings over the 20-year contract, production of a Class A biosolids product, elimination of off-site odors, improvement of site aesthetics, minimized noise and traffic impacts

and reduced greenhouse gas emissions, while bringing the facility into compliance with air emission regulations. In addition, PWD solicited significant community input as area residents were previously directly impacted by odors and quality of life issues. Additionally, Synagro routinely coordinates the hiring of new employees through the Southwest Philadelphia community.

**Excellence in Core Services:** PWD also maintained excellence in core services through the following initiatives:

**Partnership for Safe Water Award:** PWD received the Partnership for Safe Water 15 year Director's Award in 2014 for excellence in meeting the standards set by the Partnership. PWD consistently produces high quality drinking water, achieving Partnership for Safe Water quality standards that are stricter than State and Federal water quality regulatory requirements. Philadelphia voluntarily adopted these goals in 1996.

**National Association of Clean Water Agencies Awards:** Each year, the National Association of Clean Water Agencies presents awards to wastewater treatment facilities that achieve 100% compliance with their National Pollutant Discharge Elimination Standards permits. In 2015, the Northeast Water Pollution Control Plant will receive a Platinum 9 Award for nine consecutive years of 100% compliance. Also in 2015, the Southeast WPCP will receive a Platinum 15 Award and the Southwest WPCP will receive a Gold 4 Award. These facilities consistently provide excellent service to our customers and protect the Schuylkill and Delaware Watersheds from pollution, enhancing our environment and the quality of life in Philadelphia.

**Contaminant Warning System:** In 2009, PWD received over \$9 million in federal grants to launch and expand a Contaminant Warning System (work completed in 2013). The objectives of the Contaminant Warning System were to develop strategies, enhance technologies, integrate information and empower people to provide timely detection and response to water contamination and protect the city's social,

economic, and environmental investment. PWD has also used the program to create more effective day-to-day management of the water system. Outcomes of the program include increased cooperation and formal relationships with stakeholders, improved PWD employee safety, improved communication with the public, created better understanding of PWD's needs during a contamination event and of the capabilities of supporting agencies, and better protection of critical water infrastructure.

**Increased Contract Participation with Disadvantaged**

**Businesses:** Philadelphia Water has made great strides in creating and expanding contracting opportunities for minority and women-owned businesses over the past seven years, doubling the total participation rate from 12% in FY09 to 24% in FY14. In addition, a Director of Participation was hired to craft and implement a department-wide Participation Plan to address structural barriers to participation, seek partnerships with a variety of business and resource organizations, and provide training to staff.

**Improved Call Center and Customer Service:**

The addition of cloud technology to the PWD call center in 2013 has allowed the customer call center to handle an increased number of calls. Prior to the use of this technology, the phone system was not consistently able to handle the center's daily call volume, especially during busy periods. Now the center has the capacity to handle and track all calls, resulting in fewer dropped calls and shorter wait times. Before the addition of cloud technology, the PWD call center handled an average call volume of 1,800 calls per week, with an abandonment rate of 9% and an average speed of answer at 2 minutes and 30 seconds. Now, the call center is consistently handling between 2,000 to 3,000 calls, is meeting its target of 3% abandoned calls, and answering calls on average a little over 30 seconds. Additionally, PWD worked with the Water Revenue Bureau and Community Legal Services to mediate solutions for customer service issues, such as simplified entry into payment agreements and a more streamlined appeals process for bill disputes.

**Return of Apprenticeship Program:** In addition to sustainability efforts, PWD launched new initiatives to create a skilled and diverse 21<sup>st</sup> Century workforce. After a five year hiatus, PWD re-launched its Apprenticeship Program in 2013 with a goal to build and maintain a diverse high performing workforce by effectively recruiting, hiring, and retaining top talent from Philadelphia high school programs and vocational/technical training institutions. The Apprenticeship Program will also address skill and knowledge transfer to maintain the high quality service PWD delivers. PWD is working in partnership with the School District's Office of Career and Technical Education (CTE) to identify and recruit qualified seniors to enter the program as Phase I/Pre-Entry level Apprentices. Graduates from area vocational/technical schools will be eligible to apply for admittance to the program as Phase II-Entry level Apprentices.

**Launch of PowerCorpsPHL:** PWD is hosting its third cohort of PowerCorpsPHL members. PowerCorpsPHL is a nine month AmeriCorps program for individuals ages 18 to 26 who provide six months of full-time service as AmeriCorps members in city departments. The program is designed to address environmental stewardship initiatives as well as youth workforce development and violence prevention. Current PowerCorpsPHL members are working in the Department's facilities in electrical and HVAC trades' helper positions and in building maintenance, as well as with inlet cleaning crews and Green Stormwater Infrastructure maintenance crews. Through three cohorts, PWD has hosted 44 PowerCorpsPHL members. Of those, five have joined the Department's Apprenticeship program and six have been offered the chance to serve a second term with PowerCorpsPHL and Philadelphia Water. Several members have received employment with companies due to their experience with PWD.

**Expanded Investment in Infrastructure Stability:** PWD continues to increase its focus and resource commitment to the protection and renewal of the City's water and sewer infrastructure. PWD launched a

Capital Plan for FY16 that kicks off a six-year, \$1.78 billion Capital Improvement Program. PWD continues to refine the water main protective model system which is based on risk analysis to directly inform the program plan. PWD strategically replaces infrastructure components to optimize the strength and sustainability of our water and sewer infrastructure. PWD's long-term break rate trend has been in decline over the past 30 years, and PWD is striving to work toward the optimized level of 15 breaks per 100 miles of pipe per year established by the Distribution System Optimization initiative of the American Water Works Association's Partnership for Safe Water Program. Additionally, Notice to Proceeds were issued on the \$36 million New Gravity Thickeners at the North East Water Pollution Control Plant (NEWPCP). The \$20 million Northern Liberties Flood Relief Project is half way complete, as is the \$17 million Laurel Street Outfall project being performed on PWD's behalf by Sugarhouse which are the early phases of flooding abatement program in the Northern Liberties area of the City. Prioritization of projects that enhance the integrity of the City's water/sewer infrastructure and support sustainable utility operations will allow PWD to continue its mission to protect the public and the environment.

## GOAL 5: PHILADELPHIA GOVERNMENT WORKS EFFICIENTLY AND EFFECTIVELY, WITH INTEGRITY AND RESPONSIVENESS

The Administration has made significant progress in improving the way government works and will continue to build upon these efforts in 2016. Goal 5 tracks three key outcomes related to improving how the City government operates:

- Working more efficiently and effectively;
- Making the City government more responsive;
- Ensuring that the City operates with integrity.

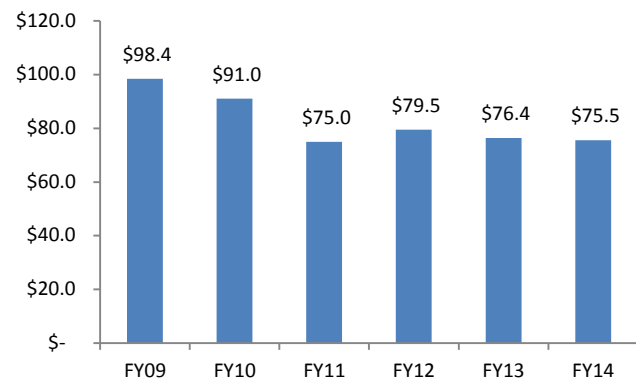
This chapter describes the City's accomplishments as they relate to each of these outcomes and. This chapter includes a number of performance and operational metrics for most departments and initiatives that fall under this goal.

For the first time since the 1970s, the City is rated in the "A" category by all three major credit rating agencies. Standard & Poor's (S&P) upgraded the City to "A+" in December 2013, Fitch upgraded the City to "A-" in April 2010, and Moody's increased the City's bond rating from "Baa1" to "A1" in April 2010 (although this rating was later recalibrated to "A2" that fall). As described in more detail in the Debt Management chapter starting on page 277, these bond rating upgrades help reduce debt service costs as the City is viewed as lower risk, giving the City greater financial flexibility and ability to spend resources on City services.

General Obligation Bond Ratings

Moody's	Date Effective	S & P	Date Effective	Fitch	Date Effective
A2	Nov-10	A+	Dec-13	A-	Apr-10
A1	Apr-10	A-	Jun-13	BBB	Dec-09
Baa1	Jun-00	BBB+	Apr-12	BBB+	Oct-04
Baa2	May-98	BBB	Mar-97	A-	May-00
Baa	Mar-95	BBB-	Apr-95	BBB+	Nov-98
Ba	Apr-93	BB	Dec-93	BBB	Jun-97

Net Cost of Employee Health Benefits (\$ millions)

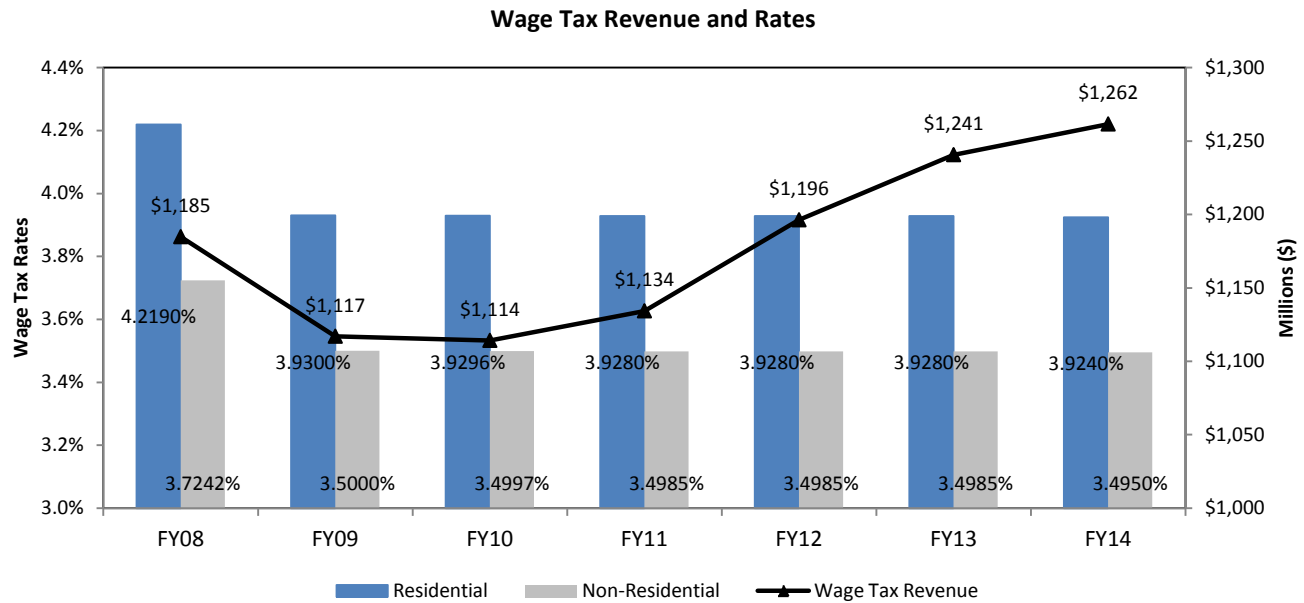


In FY13, the Office of Property Assessment finished the first complete, citywide reassessment in decades. As part of the Actual Value Initiative (AVI), which began in 2010, all 579,000 parcels in the city were reassessed for the first time, and the reassessment began to remove the inequities in property assessment in the city. At the same time, the City simplified its property assessment formula by applying a 100% assessment ratio after decades of using fractional assessments and significantly reduced the tax rate. The City plans to complete a new citywide reassessment in FY17. More information on this can be found in the Office of Property Assessment chapter starting on page 247.

FY14 marked the fourth consecutive year that the Office of Human Resources' Benefits Division was able to offset the continually rising cost of health care. The Office of Human Resources has been able to reduce the net cost of employee health benefits from \$98.4 million in 2009 to \$75.5 million in FY14, a decrease of 23%, by moving to a self-insured City Administered Benefits Program (CAP) in FY10, implementing a health management and wellness program, which incents favorable health activities in FY12, and making plan design changes to employee co-pays. In

2014, 57% of employees participated in the wellness program. More information on this initiative can be found in the Office of Human Resources chapter starting on page 239.

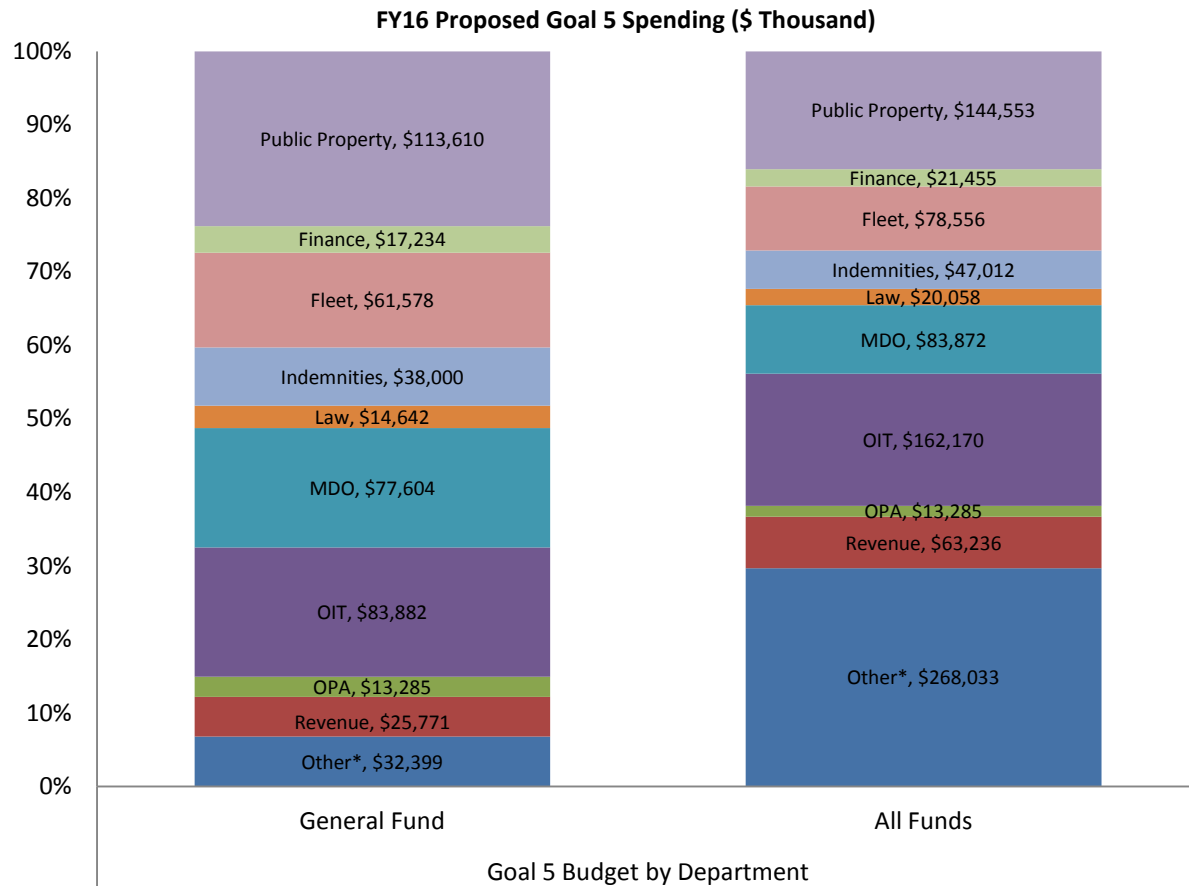
The City has also continued to reduce the wage tax rate in order to encourage businesses to locate and expand in Philadelphia. The recession had a significant impact on City revenues, which forced the City to suspend planned reductions. Rate cuts resumed in FY14, and wage tax reductions are included in each year of this Plan. Wage tax rates for residents and non-residents are currently at 30 year lows. The following chart presents wage tax revenue and tax rates from FY08 through FY14.



In FY14, the Revenue Department collected \$910 million in tax revenue for the School District of Philadelphia, through improvements in current collection practices and the implementation of innovative programs which included expanding and improving partnerships with the State and Federal government to share information. More information on these efforts can be found on page 217.

### Budget Trends: Operating Budget

As shown in the graph below, spending on Goal 5 comprises 12.1% (\$478 million) of the City's General Fund budget and 11.1% (\$902 million) of the City's total operating budget. The departments and offices primarily focused on achieving the outcomes under Goal 5 are the Office of Innovation and Technology (18% of total Goal 5 all funds spending), the Department of Public Property (16%), the Managing Director's Office (9.3%), the Office of Fleet Management (8.7%), the Revenue Department (7.0%), Indemnities (5.2%), the Office of the Director of Finance (2.4%), the Law Department (2.2%), the Office of Property Assessment (1.5%), the City Treasurer (<1%), the Civil Service Commission (<1%), Hero Scholarships (<1%), Provision for Other Grants (24.8%), Refunds (<1%), Witness Fees (<1%), Labor Relations (<1%), the Mayor's Office (<1%), Scholarships (<1%), the Office of Human Resources (<1%), the Office of Inspector General (<1%), Procurement (<1%), and the Records Department (<1%). As of the FY15 Current Projection, the funding for Goal 5 for all funds has decreased by 43.9% and will decrease 0.1% in FY16 year over year.



\* Other departments include the City Treasurer, the Civil Service Commission, Hero Awards, PGW Rental Reimbursement, Provision for Other Grants, Refunds, Witness Fees, Labor Relations, Mayor's Office, Scholarships, Office of Human Resources, the Office of the Inspector General, Procurement, and Records.

Department	Fund	FY08 Actual	FY15 Current Projection	FY15-FY08 Change	FY16 Proposed Budget	FY16-FY15 Change
City Treasurer	General	718,384	942,687	31.2%	1,126,357	19.5%
	Other*	0	0	0.0%	0	0.0%
	Total	718,384	942,687	31.2%	1,126,357	19.5%
Civil Service Commission	General	148,624	3,589,394	2315.1%	7,084,472	97.4%
	Other*	0	0	0.0%	0	0.0%
	Total	148,624	3,589,394	2315.1%	7,084,472	97.4%
Finance	General	23,040,908	19,223,888	-16.6%	17,233,655	-10.4%
	Other*	5,173,184	4,221,000	-18.4%	4,221,000	0.0%
	Total	28,214,092	23,444,888	-16.9%	21,454,655	-8.5%
Indemnities	General	29,786,466	39,660,000	33.1%	38,000,000	-4.2%
	Other*	0	9,012,000	0.0%	9,012,000	0.0%
	Total	29,786,466	48,672,000	63.4%	47,012,000	-3.4%
Fleet Management	General	66,559,938	60,805,155	-8.6%	61,577,500	1.3%
	Other*	12,224,707	16,978,145	38.9%	16,978,145	0.0%
	Total	78,784,644	77,783,300	-1.3%	78,555,645	1.0%
Labor Relations	General	524,095	640,379	22.2%	572,466	-10.6%
	Other*	0	0	0.0%	0	0.0%
	Total	524,095	640,379	22.2%	572,466	-10.6%



Department	Fund	FY08 Actual	FY15 Current Projection	FY15-FY08 Change	FY16 Proposed Budget	FY16-FY15 Change
Law	General	21,090,936	16,067,698	-23.8%	14,642,276	-8.9%
	Other*	20,930,074	5,419,151	-74.1%	5,416,066	-0.1%
	Total	42,021,009	21,486,849	-48.9%	20,058,342	-6.6%
Managing Director's Office	General	52,993,953	77,971,671	47.1%	77,603,674	-0.5%
	Other*	2,348,572	6,203,542	164.1%	6,268,585	1.0%
	Total	55,342,525	84,175,213	52.1%	83,872,259	-0.4%
Mayor's Office	General	5,657,925	5,353,310	-5.4%	5,206,625	-2.7%
	Other*	1,012,503	1,784,012	76.2%	1,784,012	0.0%
	Total	6,670,428	7,137,322	7.0%	6,990,637	-2.1%
Office of Human Resources	General	4,684,931	6,168,002	31.7%	6,433,623	4.3%
	Other*	3,242,919	0	-100.0%	0	0.0%
	Total	7,927,850	6,168,002	-22.2%	6,433,623	4.3%
Office of Innovation and Technology	General	34,036,864	82,088,382	141.2%	83,882,462	2.2%
	Other*	3,607,294	72,154,852	1900.2%	78,287,518	8.5%
	Total	37,644,158	154,243,234	309.7%	162,169,980	5.1%
Office of Property Assessment	General	0	13,933,748	0.0%	13,285,146	-4.7%
	Other*	0	0	0.0%	0	0.0%
	Total	0	13,933,748	0.0%	13,285,146	-4.7%
Office of the Inspector General	General	0	1,561,422	0.0%	1,668,811	6.9%
	Other*	0	5,884	0.0%	0	-100.0%
	Total	0	1,567,306	0.0%	1,668,811	6.5%
Procurement	General	4,983,699	4,793,879	-3.8%	4,837,672	0.9%
	Other*	187,759	77,383	-58.8%	77,383	0.0%
	Total	5,171,458	4,871,262	-5.8%	4,915,055	0.9%
Public Property	General	104,280,711	121,344,578	16.4%	113,610,095	-6.4%
	Other*	31,368,559	30,859,919	-1.6%	30,942,633	0.3%
	Total	135,649,270	152,204,497	12.2%	144,552,728	-5.0%
Records	General	7,633,942	4,867,565	-36.2%	4,822,825	-0.9%
	Other*	0	0	0.0%	0	0.0%
	Total	7,633,942	4,867,565	-36.2%	4,822,825	-0.9%
Revenue	General	16,370,600	23,538,869	43.8%	25,771,489	9.5%
	Other*	18,792,474	36,672,114	95.1%	37,464,239	2.2%
	Total	35,163,074	60,210,983	71.2%	63,235,728	5.0%
<b>Goal 5 Departments</b>	<b>General</b>	<b>372,511,975</b>	<b>482,550,627</b>	<b>29.5%</b>	<b>477,359,148</b>	<b>-1.1%</b>
	<b>Other*</b>	<b>98,888,044</b>	<b>183,388,002</b>	<b>85.5%</b>	<b>190,451,581</b>	<b>3.9%</b>
	<b>Total</b>	<b>471,400,019</b>	<b>665,938,629</b>	<b>41.3%</b>	<b>667,810,729</b>	<b>0.3%</b>

\* Other Funds includes County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

### Budget Trends: Capital Budget

Capital investment in Goal 5 related departments consists of the Department of Public Property, the Records Department, the Office of Fleet Management, and the Office of Innovation and Technology. The total FY16 Capital budget allocates \$55.2 million in City funding consisting of General Obligation bonds and prefinanced loans for capital improvements to these departments and \$215.2 million over the Six-Year Capital Program. The Department of Public Property's allocation is budgeted to increase by 6.4% (\$550,000) in City funding in FY16 compared to FY15 to fund various needs of the municipal buildings as well as fund additional capital staff for faster implementation of capital projects. The Office of Fleet Management is budgeted for an increase in funding of nearly \$2.0 million largely due to

an increase in funding for the purchase of specialty vehicles for various departments including Streets and Fire. The Office of Innovation and Technology's allocation is budgeted to increase by 1.5% (\$428,000) in City funding in FY16 for the continued investment in citywide technology improvements. Also in support of Goal 5 is \$22 million in funding for new voting machines that reside in the Office of the Director of Finance's capital budget described in Goal 4.

Department	Source of funding*	FY08 Budget \$ Thousand	FY08-FY13 Budget \$ Thousand	FY15 Budget \$ Thousand	FY15-FY20 Budget \$ Thousand	FY16 Proposed Budget \$ Thousand	FY16-FY21 Proposed Budget \$ Thousand	FY16-FY15 change** \$ Thousand
Public Property	City funding	6,841	32,711	8,550	51,400	9,100	51,800	550
	Total	53,432	128,302	26,131	70,301	25,606	69,626	-525
Records	City funding	0	0	200	200	0	0	-200
	Total	0	0	640	640	630	630	-10
Fleet Management	City funding	1,015	5,315	14,699	69,649	16,650	105,950	1,951
	Total	4,336	11,436	17,224	74,174	24,476	115,376	7,252
OIT	City funding	0	500	29,000	83,000	29,428	57,424	428
	Total	3,288	3,788	65,000	121,500	68,075	98,571	3,075
<b>Goal 5</b>	<b>City funding</b>	<b>7,856</b>	<b>38,526</b>	<b>52,449</b>	<b>204,249</b>	<b>55,178</b>	<b>215,174</b>	<b>2,729</b>
<b>Departments</b>	<b>Total</b>	<b>61,056</b>	<b>143,526</b>	<b>108,995</b>	<b>266,615</b>	<b>118,787</b>	<b>284,203</b>	<b>9,792</b>

\* City funding consists of General Obligation bonds, prefinanced funds, and new PICA funds. Total funding includes various funding sources such as new General Obligation bonds; prefinanced funds; PICA funds; federal, state and private funds; carryforward funds; other government funds; City self-sustaining funds; and other City sources.

\*\* Change in total capital funds could reflect a change in spending of carryforward from all sources as well as a change in receipt of new funding from all sources.

## BOARD OF PENSIONS AND RETIREMENT

**Mission:** The Board of Pensions and Retirement (the Board) was is responsible for the creation and maintenance of an actuarially sound Retirement System for the benefit of all current and future benefit recipients. The nine member Board is composed of the Director of Finance, who serves as chairperson, the Managing Director, the City Solicitor, the Human Resources Director, the City Controller and four members who are elected by the Civil Service employees of the City. The Executive Director administers the day-to-day activities of the Retirement System, providing services to over 64,000 members.

**Budget Trends:** The Pension Board is entirely funded by the Pension Fund. The Pension Board's proposed FY16 budget is \$2.4 million lower than the current

projection for FY15 because FY15 included one-time costs related to the One Philly Project.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
Other*	100	5,457,352	6,448,745	7,058,000	7,170,000	112,000	1.6%
	200	2,225,315	1,753,784	5,093,667	2,538,000	(2,555,667)	-50.2%
	300/400	116,485	65,771	138,000	138,000	0	0.0%
	800	67,445	178,885	125,000	125,000	0	0.0%
	Total	7,877,357	8,447,185	12,414,667	9,971,000	(2,443,667)	-19.7%
	Positions	59	50	77	77	0	0.0%

**Description of Major Services:** The Board acts as a 'trustee' to make sure that the Retirement System remains actuarially and financially sound for the benefit of current and future benefit recipients. With the assistance of professional consultants, the Board manages assets in the pension system and develops policies and strategies that enable the Board to successfully implement its fiduciary duties. In addition, the Board formally approves all benefit applications.

**Performance Trends:** The Board continues to increase the percentage of monthly benefit recipients who receive their payment through electronic funds transfer (EFT). That number now stands at 31,424, representing 90.3% of the Boards monthly payments. This is an increase of nearly 2,700 pensioners since the

end of FY08. Since EFT recipients receive quarterly statements instead of monthly checks, the increased participation since FY08 means that the Board consumes 21,000 fewer sheets of paper and pays the United States Postal Service for 21,000 fewer pieces of mail on an annual basis.

Performance Measure	FY08	FY13	FY14	FY14-FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15-FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Increase percent of EFT Payments	84.2%	87.6%	90.3%	3.1%	90.3%	91.2%	0.95%	92.0%	94.0%

## Accomplishments & Initiatives

### Improved Returns and Updated Investment Strategy:

Following the financial distress and contraction of the world stock markets in 2007-2009, the Fund reviewed its asset allocation and adopted an asset mix intended to create more income and reduce relative risk; while positioning itself to capture positive market performance. The annual market returns and corresponding actuarial returns are listed in the following table:

Fiscal Year	Market Return	Actuarial Return
FY10	13.8%	12.9%
FY11	19.4%	9.9%
FY12	0.2%	2.4%
FY13	12.1%	5.1%
FY14	15.7%	4.8%

awareness of the benefits of the program. Membership in deferred compensation through October 31, 2014 was 17,989 (up from 17,127 on October 31, 2013) with total assets of \$862 million (up from \$788 million on October 31, 2013).

### Increased Number of Electronic Fund Transfers:

The Board continues to increase the percentage of monthly benefit recipients who receive their payment through electronic funds transfer (EFT). That number now stands at 31,764, representing over 91% of the Board's monthly payments. Each monthly EFT recipient saves the Board \$4 in postage annually.

### Improved Online Access to Information:

The Board continues to update its website to include more forms that are commonly used by members and provide access to retirement benefit and investment information for those who are interested in learning more about the Pension Fund. Minutes of the Board's monthly benefit, investment and deferred compensation meetings are now posted to this site as soon as they are approved by the Board.

### Increased Number of Deferred Compensation Participants:

The Board continued to increase the number of deferred compensation participants by holding deferred compensation seminars at department locations, distributing educational materials and by generally increasing employee

## OFFICE OF THE CITY TREASURER

**Mission:** To safeguard City funds, serve as the disbursing agent for payments from the City Treasury, and invest those funds that are in excess of the amount needed to meet daily cash requirements. The City Treasurer's Office manages new and outstanding City debt in accordance with the City's Debt Management Policies and works to improve and maintain the City's credit ratings.

**Budget Trends:** The Office of the City Treasurer (CTO) has seen a 31% increase in General Fund appropriation from FY08 as of the FY15 Current Projection. This is primarily due to a transfer of funds in FY12 to move staff responsible for debt issuance from the Office of the Director of Finance to CTO and

employee salary increases in FY15 as a result of union contract settlements. The FY16 Proposed Budget increases the General Fund allocation for CTO by 19.5% as a result of an increased transfer from the Office of the Director of Finance.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	637,361	785,368	802,019	985,689	183,670	22.9%
	200	57,050	93,707	118,444	118,444	0	0.0%
	300/400	23,973	15,068	22,224	22,224	0	0.0%
	Total	718,384	894,143	942,687	1,126,357	183,670	19.5%
	Positions	11	14	16	16	0	0.0%

**Description of Major Services:** 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. 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. CTO serves as the disbursing agent for checks and electronic payments from the City.

### Accomplishments & Initiatives

**Bond Rating Upgrades:** CTO manages the City's relationships with rating agencies, leveraging the City's improved economic picture into four rating upgrades since FY08:

- **Moody's** increased the City's bond rating to "A1" in 2010 but this rating was recalibrated to "A2" that fall, over concerns about the City's limited budgetary options in the midst of the recession.
- **Standard & Poor's (S&P)** upgraded the City from "BBB" to "A-" in June 2013 and gave the City a double upgrade to "A+" in December 2013, its highest level in 30 years, noting improved revenues and successful cost containment.

- **Fitch** increased the City's rating from "BBB" to "A-" in April 2010.

For the first time, the City is rated in the "A" category by all three agencies.

**Improving Investor Relations:** CTO also worked to continue improving the City's Investor Relations, including hosting the City's first ever Investor Conference in April 2013, resulting in significantly lower interest costs for the City's bonds. The rate the city pays on its GO bonds has been reduced approximately 90 basis points, reducing the premium the City pays over a "AAA" rate from approximately 175 basis points to 85-90 basis points.

Year	Moody's	S&P	Fitch
1984	Baa	BBB+	--
1985	Baa	BBB+	--
1986	Baa	BBB+	--
1987	Baa	BBB+	--
1988	Baa	BBB+	--
1989	Baa	BBB+	--
1990	B	CCC	--
1991	B	CCC	--
1992	B	B	--
1993	Ba	BB	--
1994	Ba	BB	--
1995	Baa	BBB-	--
1996	Baa	BBB-	BBB-
1997	Baa	BBB	BBB
1998	Baa2	BBB	BBB+
1999	Baa2	BBB	BBB+
2000	Baa1	BBB	A-
2001	Baa1	BBB	A-
2002	Baa1	BBB	A-
2003	Baa1	BBB	A-
2004	Baa1	BBB	BBB+
2005	Baa1	BBB	BBB+
2006	Baa1	BBB	BBB+
2007	Baa1	BBB	BBB+
2008	Baa1	BBB	BBB+
2009	Baa1	BBB	BBB
2010	A2	BBB	A-
2011	A2	BBB	A-
2012	A2	BBB+	A-
2013	A2	A+	A-
2014	A2	A+	A-

Investment Grade Ratings	
Aaa/AAA	Minimal Risk
Aa/AA	Very Low Risk
A/A	Low Risk
Baa/BBB	Moderate Risk
Ba/BB	Substantial Risk
B/B	High Risk
Caa/CCC	Very High Risk

additional benefit to all City employees and to provide a payment option for non-represented and exempt employees to comply with new Civil Service and Administrative Board regulations (both effective January 1, 2015) and eliminating paper paychecks for these employee classes. The program is expected to commence in March 2015.

#### Managing Considerable Number of Debt Issuances:

CTO plans to manage 11 debt issuances in 2015, about double the typical five to seven issuances a year. While the level of savings will depend on market conditions, it is likely that refundings during 2015 will save substantial amounts for the General, Water and Aviation funds, and PGW.

#### Overhauling Financial Disclosure Processes:

CTO is overhauling the City's financial disclosure processes to ensure the City's continued compliance with increasingly complex Securities and Exchange Commission regulation and IRS audits. CTO anticipates that the new policies and procedures will be in place for the 2015 issues.

#### Strategic Management of Bond Issuance, Refunding and Credit Strategies:

CTO managed the City's bond issuance, refunding and credit strategies, saving approximately \$34 million (General Fund) and \$26 million (enterprise funds) since FY11. This included renegotiating the City's letter of credit fees, reducing annual costs for the General Fund from \$4.7 million in 2011 to \$1.7 million in FY14.

#### Monetizing the City's Improved Credit:

The City issued nearly \$750 million in bonds in calendar 2014, monetizing the City's improved credit with refundings generating \$26.92 million in present value savings and providing unique solutions to capital needs for high-priority items such as the new Public Safety Complex and School District operating funding needs.

#### Implementing a Prepaid Debit Card Program:

During FY15, in cooperation with the Office of Human Resources and the Payroll Division of Finance, CTO is implementing a Prepaid Debit Card program, as an

## CIVIL SERVICE COMMISSION

**Mission:** To ensure that the civil service system is, and will remain, a viable force for the provision of public services for current and future employees.

**Budget Trends:** Excluding Advances and Miscellaneous Payments (Class 900), the Civil Service Commission's budget has remained constant since FY08 and is projected to maintain these levels in the FY16 Proposed Budget. The FY16 Proposed Budget contains

a \$6.9 million provision for future labor agreements, significantly lower than the FY15 Current Projection due to the settlement of union contracts in FY14 and early FY15.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	122,147	146,586	147,633	147,343	(290)	-0.2%
	200	24,500	29,500	29,500	29,500	0	0.0%
	300/400	1,977	294	1,094	1,094	0	0.0%
	900	0	0	3,411,167	6,906,535	3,495,368	102.5%
	Total	148,624	176,380	3,589,394	7,084,472	3,495,078	97.4%
	Positions	2	2	2	2	0	0.0%

**Description of Major Services:** The role of the Civil Service Commission (the Commission) is to advise the Mayor and the Director of Human Resources on problems concerning personnel administration in City services and to uphold the interest of the City's merit-based civil service system, a role which is vital to the public interest. The principal responsibilities of the Commission are to serve as an appellate tribunal for employee appeals; to rule on proposed changes to the Civil Service Regulations and the Classification and Pay Plans; and to rule on requests for exemptions from civil service and waivers of the residency requirement. The bulk of the Commission's time is devoted to its appellate function. As a quasi-judicial body, the Commission conducts fact-finding public hearings on employee appeals and issues formal written decisions containing factual and legal conclusions. Its decisions may be appealed to the courts.

### Accomplishments & Initiatives

**Employee Appeals:** From FY09 through FY14, the Civil Service Commission handled 1,043 appeals. The Commission accepted 817 of these appeals, of which 643 (78.7%) were disciplinary in nature. It is reasonable to assume that many of these appeals would have resulted in more costly and time-consuming arbitrations if the Commission were not available to serve this appellate function.

**Modernize Key Employee Classifications:** The Commission meets regularly with City departments to discuss departmental initiatives such as succession and workforce planning, maintaining hostility-free

work environments, and recruitment and training and work with the Office of Human Resources (OHR) to update employee classifications. In FY14, the Commission worked with OHR and the Fire Department to create a new class for Emergency Medical Technician. This is Basic Life Support field work responding to emergency calls from the public to administer emergency medical care and provide safe transport to an accredited hospital emergency room. Employees in this class serve as a first responder with responsibility for assessing patient condition and determining actions necessary for stabilization. As the number of basic life support calls have increased over



the years, the Fire Department needed to change how it delivered service. The establishment of this class will allow the Fire Department to better triage calls so that Advance Life Support units are available when needed. The Fire Department intends to hire 200 Emergency Medical technicians in FY15.

## DEPARTMENT OF PUBLIC PROPERTY

**Mission:** To professionally manage the infrastructure supporting City government operations through the acquisition, disposition, lease, design, construction, renovation and maintenance of City properties.

**Budget Trends:** The Department of Public Property's budget includes costs for space rental and utilities and excludes the SEPTA subsidy. The FY16 Proposed Budget is lower than the FY15 Current Projection due

to an estimated \$11 million one time payment related to the sale of Love Park Garage coupled with a \$2 million increase in utility costs in FY15.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	8,482,713	7,603,734	8,444,555	8,400,083	(44,472)	-0.5%
	200	78,239,643	74,667,185	77,508,591	80,503,771	2,995,180	3.9%
	300/400	1,323,205	1,207,693	1,338,535	1,338,535	0	0.0%
	500	0	13,850,000	0	0	0	0.0%
	800	16,235,149	25,935,941	34,052,897	23,367,706	(10,685,191)	-31.4%
	Total	104,280,711	123,264,554	121,344,578	113,610,095	(7,734,483)	-6.4%
	Positions	165	133	159	159	0	0.0%
Other*	100	30,000	0	0	0	0	0.0%
	200	18,739,191	26,860,977	30,859,919	30,942,633	82,714	0.3%
	800	12,599,368	0	0	0	0	0.0%
	Total	31,368,559	26,860,977	30,859,919	30,942,633	82,714	0.3%
	Positions	0	0	0	0	0	0.0%
All	100	8,512,713	7,603,734	8,444,555	8,400,083	(44,472)	-0.5%
	200	96,978,834	101,528,163	108,368,510	111,446,404	3,077,894	2.8%
	300/400	1,323,205	1,207,693	1,338,535	1,338,535	0	0.0%
	500	0	13,850,000	0	0	0	0.0%
	800	28,834,517	25,935,941	34,052,897	23,367,706	(10,685,191)	-31.4%
	Total	135,649,270	150,125,531	152,204,497	144,552,728	(7,651,769)	-5.0%
	Positions	165	133	159	159	0	0.0%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** The Department of Public Property (Public Property) is responsible for the acquisition, disposition, lease, design, construction, renovation and maintenance of City properties. Public Property provides these services through three divisions: Real Estate, Capital Programs and Facilities Management. Public Property is also responsible for the negotiation of leases for City-occupied space, as well as managing the space standards for City owned buildings.

**Performance Trends:** Total lease expense decreased by 3.3% between FY14 and FY13 and has continued to decrease during the first half of FY15 compared to the same time period in FY14. The number of square feet managed decreased slightly from FY13 to FY14 but has decreased to 1.3 million square feet as of the first half

of FY15. Public Property is responsible for overseeing major capital improvements to City owned facilities and has seen a decrease in the number of substantially completed construction projects from 85 in FY13 to 60 in FY14 due to the complexity of projects completed. For example, playground renovations

typically take less time to complete than major building construction. The goal is to complete 65 projects in FY15, and 39 have been completed through the second quarter of FY15. In FY14, facilities division work order volume increased by 32.4% and volume for the first half of FY15 increased by 21.4%. Due to

increased workload and the growing number of vacant positions, the percentage of work requests completed within service level agreements established with stakeholders has decreased by 5.3% from 90% to 85.3% between the first halves of FY14 and FY15.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Total lease expense (\$ Million)	\$22.30	\$18.16	\$17.56	-3.3%	\$9.52	\$9.32	-2.1%	\$20.52	\$20.62
Number of square feet managed	1,354,714	1,441,268	1,426,773	-1.0%	1,440,061	1,309,569	-9.1%	1,309,569	1,309,569
Number of substantially completed construction projects	N/A	85	60	-29.4%	27	39	44.4%	65	70
Facilities division work order volume	N/A	10,060	13,321	32.4%	5,719	6,941	21.4%	13,500	13,800
Percent of work orders completed within service level	N/A	84.0%	91.2%	8.6%	90.0%	85.3%	-5.3%	90.0%	80.0%

### Accomplishments & Initiatives

**National Recognition:** The Real Estate division competed for two Base Realignment Closure facilities (BRAC) and won the title to the two facilities located at Woodhaven and Wissahickon Avenues from the federal government. The Wissahickon BRAC has been renovated in 2015 and is the new home of the Police Department's Narcotics unit. The Woodhaven facility will be the new home for the Police Department's Training Bureau in the summer of 2015. Additional information on both projects can be found in the Police Department Chapter starting on page 80.

**Completion of Major Capital Projects:** The Capital Programs Division completed renovations to facilities for Fire, Fleet, Library, Parks and Recreation, Police, and various other departments. Highlights include the construction of the Sturgis Playground Building, Pleasant Playground Building, and the SWAT/Bomb/Canine facilities.

**City Hall Renovations:** City Hall is one of the most recognized historical landmarks in Philadelphia. The Philadelphia Visitor's Center conducts comprehensive

tours of City Hall, as well as offers individual tours of the tower. During FY14, Public Property posted new, modern digital signage in City Hall common areas, refurbished the tower area, and buffed and painted Floors 1-7 in City Hall. During FY16, Public Property will begin to replace old ceiling tiles and install new recessed lighting. Public Property will also create a plan for exterior improvements at City Hall which includes improvements to the Courtyard and portals and as well as designing, fabricating and installing new gates by end of 2015. The cost estimate for the portal gates is approximately \$1.5 million.

**City Municipal Buildings:** In the FY16 Proposed Capital Budget, \$2.7 million in funding is for the continued improvements of city government buildings such as the Municipal Services Building, Criminal Justice Center and One Parkway Building. These capital improvements include new elevators, window improvements, and exterior improvements.

**City Hall Improvements:** \$1.1 million of capital funding is proposed in the FY16 Capital Program for

exterior renovations to City Hall to restore City Hall portals, lightwells and tower and core infrastructure improvements.

**Completion of Facilities Assessment:** During FY14, Public Property established a working group focused on public safety facilities. Throughout the fiscal year, Public Property prioritized and completed critical improvements for deficiencies in police facilities as identified by the Fraternal Order of Police. During FY15, Public Property conducted a comprehensive assessment of all 86 public safety facilities and developed a capital and operational improvement plan for public safety facilities. The facility assessment will help determine how to better utilize a combination of operating and capital funding to produce more complete renovations in the City's public safety facilities.

**Decrease the Completion Time and Cost for Capital Projects:** Capital projects are classified as major construction, renovation and demolition projects exceeding \$15,000. On average, there are over 250 active projects at any given time with a total investment of \$50-70 million. Projects procured under the public works requirements generally take in excess of one year to complete, mostly due to extensive processing constraints. During FY14, Public Property analyzed improvements to the capital process and reduced professional services timelines by 13 and 47 weeks (depending on the type and complexity of the project) by implementing multi-professional services requirements contracts. During FY15, Public Property aims to implement a capital projects Quality Assurance and Quality Controls (QA/QC) team to establish, evaluate and monitor project schedules and budgets and decrease the number of change orders.

Public Property also implemented a Job Order Contracting (JOC) method of performing capital projects in the second quarter of FY15. JOC is a competitively bid contracting system that utilizes a unit price structure to carry out required work. It is used to accomplish a large number of small to medium sized construction works projects quickly and

cost effectively. The Department anticipates that JOC will reduce project implementation time in excess of 30 weeks over the conventional public works process. The cost of the system is based upon a percentage of the dollar value use; however, Public Property anticipates that there will be project cost reductions due to reduced design consultant use, lower project implementation and administrative costs, reduced escalation, and elimination of change orders which will result in overall project savings. Public Property aims to use Job Order Contracting on 80% of projects.

Additionally, Public Property instituted a new Work Order system in FY13. This implementation has allowed Public Property to track service requests and establish Service Level Agreements (SLAs) and institute a performance management system. These service level agreements have been shared with Public Property's stakeholders to manage expectations and hold Public Property accountable to its customers.

**Preventative Maintenance:** The average age of the top 100 used City-maintained properties is 70 years, which is past the normal life cycle of a property. Historically, there was little to no preventive maintenance performed on City facilities, thus requiring expensive capital deferred maintenance projects. Best practices from the private sector are beginning to take root in the public sector. These practices include setting aside a percentage of operating maintenance funding for each capital project and earmarking the funds throughout the lifetime of the asset. During FY14, Public Property conducted an initial inspection and created a preventative maintenance plan for all City facilities and implemented a balanced maintenance program that includes preventive and reactive maintenance. The program is still in the beginning stages.

**Configuring Space in City-Owned Buildings:** New space requests present Public Property with an opportunity to reduce the amount of space that is assigned to various City departments by using it more efficiently. Public Property has identified opportunities for space reduction by designing touchdown space

(work area set aside as a place where employees can work other than the traditional cubicle or office) for field employees in various departments. During FY14, Public Property completed design pilot for space reconfiguration open floor plan on the 13<sup>th</sup> floor of One Parkway. During FY15, Public Property plans to budget for pilot reconfiguration, construct new space configurations for the Department of Human Services at the One Parkway Building and design a new Department of Licenses and Inspections District office in the Northeast utilizing new space standards. Design of new space for the Department of Licenses and Inspections inspectional staff at the Municipal Services Building has been completed.

**Consolidating Leased Space:** The Real Estate Division was able to consolidate leased space into City owned property, thus eliminating many high rent lease payments, totaling \$3.5 million dollars in annual savings. Leases were terminated at 1401 Arch Street (August 2010), the Packard Building (June 2012), the Frankford Arsenal (Building 110 in December 2012 and Building 102 in December 2014), 8 Penn Center (June 2012), Three Parkway (April 2014), and 34 S. 11<sup>th</sup> Street (June 2014).

**Reduce the Number of City-Owned Vacant Properties:** The City of Philadelphia takes property

acquired for tax foreclosure when there is no other bidder, thus leaving the City with an inventory of property that is not considered viable for market re-sale. Maintenance of these properties is conducted after maintenance for City managed facilities. In conjunction with the Philadelphia Redevelopment Authority, the Office of Housing and Community Development, the Philadelphia Housing Development Corporation, the Mayor's Office, City Council and the Office of the Director of Finance, the following activities were accomplished during FY14: established the inventory of all publicly owned vacant land, developed a comprehensive disposition policy, began offering land for purchase electronically, created an urban garden partnership with the Department of Parks and Recreation, began the process of clearing the backlog of land conveyances, created a land development policy for land conveyed for nominal consideration, created a partnership with CLIP, and established the Land Bank. During FY15, Public Property aims to create a partnership with the Philadelphia Water Department to establish storm water management projects on vacant lots and convey Public Property owned land to the Land Bank. More information on the Land Bank can be found in the Goal 3 Overview chapter starting on page 129.

## DEPARTMENT OF REVENUE

**Mission:** To promptly collect a variety of revenue due to the City and tax revenue due to the School District of Philadelphia.

**Budget Trends:** The Department of Revenue has seen a 44% increase in General Fund appropriations from FY08 to the FY15 Current Projection, largely due to the Tax Law unit move over to Revenue and to pay for the delinquent tax revenue initiative. The FY16 General Fund Proposed Budget increase of 9.5% is primarily

driven by funds for the Earned Income Tax Credit program (described in more detail in the Accomplishments & Initiatives section below) and \$1 million more for increased staffing for improved revenue collection.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	11,906,910	15,368,046	18,166,344	19,617,564	1,451,220	8.0%
	200	3,815,008	4,192,789	4,726,449	5,352,949	626,500	13.3%
	300/400	648,682	599,825	646,076	800,976	154,900	24.0%
	Total	16,370,600	20,160,660	23,538,869	25,771,489	2,232,620	9.5%
	Positions	252	290	339	357	18	5.3%
Other*	100	9,522,608	9,731,251	10,801,283	11,168,839	367,556	3.4%
	200	8,170,897	25,170,853	25,380,017	25,639,480	259,463	1.0%
	300/400	1,096,328	688,157	488,972	650,920	161,948	33.1%
	Total	18,792,474	35,590,741	36,672,114	37,464,239	792,125	2.2%
	Positions	222	229	251	251	0	0.0%
All	100	21,429,518	25,099,297	28,967,627	30,786,403	1,818,776	6.3%
	200	11,985,905	29,363,642	30,106,466	30,992,429	885,963	2.9%
	300/400	1,745,010	1,287,982	1,135,048	1,451,896	316,848	27.9%
	Total	35,163,074	55,751,402	60,210,983	63,235,728	3,024,745	5.0%
	Positions	474	519	590	608	18	3.1%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** The Department of Revenue (Revenue) handles a variety of tax payments from individuals and businesses, enforces collection strategies to recover delinquent monies owed, and offers programs for low income owner-occupied households, senior citizens, and those facing financial hardship. Revenue also produces regular reports about tax collections and periodic reports about its tax credit programs.

**Performance Trends:** Revenue's Tax and Water Revenue Bureaus each have their own performance measures. In the first quarter of FY15, the number of incoming tax payer calls has decreased by 2% compared to the same period in FY14, but the response rate for incoming calls was 76.7% compared to 69.9%. The tax payer services telephone system was out of service in Q2 of FY15. In the first quarter of FY15, the average response rate has improved to

76.7% when compared to 57.5% in FY13 and 62.3% in FY08. The number of walk-in taxpayers has grown by 13.6% in the first half of FY15, and coupled with staffing issues, Revenue has seen the average wait time increase to 10 minutes and 19 seconds (64.8% increase). The Department expects the staffing issue to be resolved in Q3. Assessments generated from audits of tax accounts in the first half of FY15 are

about 60% higher than the assessments generated in

the first half of FY14.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Incoming calls offered	298,644	214,082	249,263	16.4%	109,972	53,230*	NA	240,000	240,000
Incoming calls - average response rate	62.3%	57.5%	69.2%	20.3%	69.5%	76.7%*	NA	75.0%	80.0%
Walk-in taxpayers	36,026	35,586	37,522	5.4%	17,360	19,724	13.6%	40,000	40,000
Walk-in taxpayers average wait time	30:29	13:42	8:12	-40.2%	6:15	10:19	64.8%	10:00	8:00
Audit - value of audit assessments (thousands)	\$15,313	\$11,513	\$18,764	63.0%	\$6,356	\$10,167	60.0%	\$18,000	\$20,000

\* Tax payer services telephone system was down; data is for Q1 only

The Water Revenue Bureau (WRB) received 263,821 calls in first half of FY15, which is a decrease of 17.9% from the same period in FY14. The Department anticipates the number of incoming calls to decline in FY16 because of the improved residential bill format which provides additional information for customers. The call response rate continued to improve in the first half of FY15 increasing to 86.4% relative to 60.8% during the first half of FY14 (42.2% increase). The WRB continued to see a decrease in walk-in customers from

FY13 to FY14 and in the first half of FY15. The average waiting time increased slightly from 15 minutes and 18 seconds in FY13 to 16 minutes and 27 seconds in FY14 but decreased to 11 minutes and 25 seconds during the first half of FY15. The percentage of customers paying their water bill within 30 days has improved 2.8% for the first half of FY15 when compared to first half of FY14, and is projected to remain at 68% for the remainder of FY15.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Incoming calls offered	316,107	532,702	553,399	3.9%	321,194	263,821	-17.9%	550,000	500,000
Incoming calls - average response rate	71.2%	62.5%	70.3%	12.5%	60.8%	86.4%	42.2%	65.0%	85.0%
Walk-in customers	81,840	99,699	96,284	-3.4%	49,768	44,022	-11.5%	99,000	99,000
Walk-in average waiting time	17:37	15:18	16:27	-98.2%	17:26	11:25	7%	12:00	11:00
30 day pattern payment	N/A	70.7%	67.3%	-4.8%	66.6%	68.4%	2.8%	70.0%	70.0%

### Accomplishments & Initiatives

**Enhanced Revenue Collections:** In FY14, Revenue collected \$910 million in tax revenue for the School District of Philadelphia, \$16 million above target, through improvements in current collection practices and the implementation of innovative programs which included expanding and improving partnerships with the State & Federal government to share information. As a part of this effort, the Department:

- Collected over \$100 million in delinquent Real Estate Taxes for the first time ever using a variety of collection tools with early action on late

accounts, new enforcement tools, leveraging data to find delinquents and expansion of proven collection programs in FY14.

- Increased filings of Real Estate Tax foreclosures from an average of 106 filings per month during the first six months of 2009 to an average of over 1,000 foreclosures per month during the last 6 months of 2014; an increase of nearly 900%.
- Institutionalized two innovative collection efforts developed by the Law Department, Commercial



Activity License (CAL) Revocation and Sequestration, which increased delinquent tax collections by over \$30 million in FY14. CAL Revocation provides incentives for businesses to pay their delinquency to avoid revocation of their business license. Sequestration is a strategy by which the City petitions the courts to appoint a receiver to collect rents from tenants to pay the taxes of delinquent rental property owners. Each program established strong negative consequences for businesses that chose to ignore their tax obligations by revoking their commercial activity license or placing real property into receivership.

Revenue also implemented a state of the art Cashiering & Remittance system which can capture document and check images, search taxpayer's accounts more efficiently, accept in-person credit card payments, and deposit checks electronically. With the new system, which went live in December 2014, Revenue is better able to service taxpayers and more efficiently process payments. The previous system had components that were over 20 years old and posed significant risk to the City should the system fail.

**Earned Income Tax Credit Program:** This initiative will assist city residents in applying for the Earned income Tax Credit (EITC), one of the federal government's most successful antipoverty programs. The program provides support to low- and moderate income city residents, helping them take advantage of the credit which averages \$2,400. In collaboration with The Campaign for Working Families, Revenue will initiate a program to provide tax preparation support in FY15, and expand the program in FY16 with \$1.3 million in additional general fund support.

**Modernized Electronic Filing:** In April 2014, the Department enabled taxpayers to file and pay the Business Income & Receipts Tax and Net Profits Tax electronically and partnered with tax software providers who modified their products to further expand electronic filing. Over 17,000 taxpayers filed

electronically. In addition, Revenue implemented mandatory Electronic Filing and Payment of Use and Occupancy Tax which will increase the speed of both depositing funds into the bank and the processing of tax returns in the Department's system.

**Implement Data Warehouse:** Revenue is implementing an integrated data warehouse in order to provide more accurate analysis of taxpayer information to drive collection efforts. The \$7.5 million system is expected to take 18 to 24 months to fully implement; however, Revenue expects increases in delinquent collections to be realized from this project in FY15. The innovative contract design requires the vendor to meet mutually agreed upon performance benchmarks measured in additional dollars collected for the City and School District prior to receiving payments under the contract.

**Customer Service Improvements:** The Department made significant customer service improvements which include implementation of the new cashiering system, installation of new tax payer services phone system and development and piloting of new Real Estate Tax bills. The Department will continue to develop and expand on processes to improve customer service and convenience. In 2015 and 2016, the Department expects to expand payment options for customers, make it easier to apply for tax and water bill assistance programs, implement new and easier-to-understand tax and water bills, and continue improving customer service skills through department training and coaching.

## LAW DEPARTMENT

**Mission:** To provide high-quality legal advice and services to City departments, agencies, boards, and commissions, in a timely and cost effective manner.

**Budget Trends:** The Law Department has seen a 34% decrease in General Fund appropriation from FY08 to the FY15 Current Projection. The FY16 General Fund Proposed Budget for the Law Department is lower than the FY15 Current Projection due to contractual

and appraisal fees that were paid in FY15 and are not expected to be ongoing. Aside from these expenses, the proposed FY16 General Fund Proposed Budget remains relatively flat.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	10,872,969	6,683,364	7,378,082	7,383,566	5,484	0.1%
	200	9,943,052	6,196,945	8,440,940	7,010,034	(1,430,906)	-17.0%
	300/400	274,915	241,712	248,676	248,676	0	0.0%
	Total	21,090,936	13,122,021	16,067,698	14,642,276	(1,425,422)	-8.9%
	Positions	192	146	152	154	2	1.3%
Other*	100	3,997,918	3,732,065	4,224,646	4,224,646	0	0.0%
	200	16,864,774	1,280,100	1,127,138	1,124,053	(3,085)	-0.3%
	300/400	67,381	16,663	67,367	67,367	0	0.0%
	Total	20,930,074	5,028,827	5,419,151	5,416,066	(3,085)	-0.1%
	Positions	57	54	56	56	0	0.0%
All	100	14,870,887	10,415,429	11,602,728	11,608,212	5,484	0.0%
	200	26,807,826	7,477,045	9,568,078	8,134,087	(1,433,991)	-15.0%
	300/400	342,296	258,375	316,043	316,043	0	0.0%
	Total	42,021,009	18,150,848	21,486,849	20,058,342	(1,428,507)	-6.6%
	Positions	249	200	208	210	2	1.0%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** The Law Department (Law) negotiates, drafts, and approves City contracts; maximizes the City's ability to collect delinquent taxes, fines and other debts; represents the City's interests in litigation; counsels departments, agencies, boards and commissions on regulatory compliance and development of policies and procedures; and prepares and assists in the preparation of legislation for introduction in City Council.

### Accomplishments & Initiatives

**Ethics Legislation:** Since FY08, the Law has worked closely with City Council, the Mayor's Office, and the Board of Ethics to help shape and refine the City's ethics and campaign finance laws, covering gifts, nepotism and outside employment; political activity; conflicts of interest; and contribution limits. Law has also lent critical support to the establishment of a functioning and effective Ethics Board by developing

its practice with respect to adjudication, opinion issuance, investigations, and trainings, as well as specific rules regarding political activities and campaign finance.

**Legal Support for Improved Property Assessments:** During FY14, Law worked closely with City Council and the Mayor's Office to develop, and then defend in

Court, legislation to transfer the property assessment function from the Board of Revision of Taxes to the new Office of Property Assessment. Attorneys worked extensively with the Mayor's Office, the Office of the Director of Finance and City Council on State and local legislation to implement the actual value initiative (AVI), thus facilitating a fair and uniform property assessment system. Law later defended multiple litigation challenges to the program. Additionally, the Law provided advice concerning the implementation of buffering programs such as the Homestead Exclusion/Exemption and the Longtime Owner Occupant Program. Since the implementation of AVI, the Law began defending the assessed values in tax assessment appeals filed by taxpayers. More information on AVI can be found in the Office of Property Assessment chapter on page 247.

**Transparency in the Philadelphia Code and Charter:**

Philadelphia is now at the forefront in transparency when it comes to municipal ordinances. The newly created electronic version of the Code and Charter is available free to the public online and amendments are posted in nearly real time (started in FY12). By making all ordinances of City Council that affect the Philadelphia Code available to the public in timely and readily-accessible fashion, the City promotes compliance and respect for the law, and substantially eases the burden on those who wish to comply but may not know the rules. Law also provided substantial legal analysis and drafting support to staff of Zoning Code Commission and to City Council in effecting clarity, consistency, coherence, fairness and enforceability of the new Zoning Code in FY11 and FY12.

**Legal Tools to Support Tax Collection Efforts:** The City significantly stepped up its efforts to increase real estate tax collection for the City and School District. Filings of real estate tax foreclosures increased from an average of 106 filings per month during the first six months of 2009 to an average of 1,040 foreclosures filed per month during the last six months of calendar 2014; an increase of nearly 900%. Additionally, the Law and the Department of Revenue are coordinating

efforts with the city's new Land Bank to utilize the City's foreclosure tools to remediate blight by assisting in the Land Bank's efforts to acquire delinquent vacant land in areas where strategic municipal acquisition will assist in revitalizing neighborhoods.

Additionally, the Law established two new innovative tax collection efforts employed by the Revenue Department in FY14: the Commercial Activity License (CAL) Revocation Program and the Sequestration Program. These tools enable the City to collect delinquent taxes faster and with lower resource expenditures than traditional collection litigation. Additional detail is available in the Revenue Department section on page 217.

**Code Enforcement:** Beginning in 2012, the Law Department's Code Enforcement Division provided legal representation at all Municipal Court hearings. Previously, hundreds of these smaller enforcement actions filed in Municipal Court each month were presented by staff of the Department of Licenses and Inspections without an attorney present. In an effort to enforce more aggressively, Law attorneys now work directly with the defendants in seeking agreements to resolve the pending action and, where necessary, present the case to a judge. Additionally, Law attorneys will soon receive, review, evaluate and file all Municipal Court case referrals from the Department of Licenses and Inspections. Until recently the Department of Licenses and Inspections filed these cases. Law expects this process to be implemented by early 2016.

An ongoing challenge to public safety has been the inability of City inspectors to expeditiously enter and inspect potentially hazardous properties. Because many of the properties are vacant, it is difficult if not impossible for the City to meet its legal obligation to obtain the owner's permission to enter and inspect. However, over the last year, Law, working with Philadelphia court administrators, developed a process for obtaining a civil, or administrative, warrant to permit entry for inspection. Law is now coordinating with the Courts on final approval and

implementation of a new process, with a form application to submit to the court, to be followed by a hearing for the Department of Licenses and Inspections inspector or other appropriate City official to make a showing of probable cause. Law expects the new process to launch by July 1, 2015.

## MANAGING DIRECTOR'S OFFICE

**Mission:** To be the City of Philadelphia's catalyst for continuous improvement and innovation, to serve, engage and respond to Philadelphia's citizens with focus, dedication, efficiency, integrity and adaptability.

**Budget Trends:** The Managing Director's Office's (MDO) budget includes funding for activities that relate to each of the Mayor's five goals, including Philly Rising, Animal Control, and general administration of the 311 Call Center. Overall MDO has seen its total operating funds increase mostly due to the transfer of funds and programs to and from other departments. IT activities were transferred to OIT in FY11; Animal Control was transferred from the Department of Public Health in FY12; counsel fees (\$8.8 million) were transferred from the First Judicial District to MDO in FY13; and the Office of Reintegration Services, was transferred to the MDO

from the Philadelphia Prisons System in FY13 and will be transferred to the Philadelphia Prisons System in FY16. New programs have also been created, such as Philly Rising, 311, the Office of Sustainability (also scheduled to be transferred out in FY16) and the Center for Excellence, which received General Fund appropriations and also brought in grant funding. As a result, the General Fund allocation for FY15 is not comparable to FY08. The total FY16 Proposed Operating Budget decreased by 5.6% primarily driven by the transfer out of MDO of the Office of Sustainability and the Office of Reintegration Services.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	8,034,882	15,697,637	16,385,926	16,316,293	(69,633)	-0.4%
	200	43,744,489	58,437,131	60,823,926	60,748,402	(75,524)	-0.1%
	300/400	1,214,583	508,630	761,819	538,979	(222,840)	-29.3%
	Total	52,993,953	74,643,397	77,971,671	77,603,674	(367,997)	-0.5%
	Positions	95	279	264	249	(15)	-5.7%
Other*	100	1,228,447	1,296,738	2,008,338	1,864,474	(143,864)	-7.2%
	200	864,115	1,804,797	3,820,431	4,021,103	200,672	5.3%
	300/400	256,010	242,752	374,773	383,008	8,235	2.2%
	Total	2,348,572	3,344,286	6,203,542	6,268,585	65,043	1.0%
	Positions	9	23	24	23	(1)	-4.2%
All	100	9,263,329	16,994,374	18,394,264	18,180,767	(213,497)	-1.2%
	200	44,608,604	60,241,927	64,644,357	64,769,505	125,148	0.2%
	300/400	1,470,592	751,381	1,136,592	921,987	(214,605)	-18.9%
	Total	55,342,525	77,987,683	84,175,213	83,872,259	(302,954)	-0.4%
	Positions	104	302	288	272	(16)	-5.6%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, HealthChoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund Undistributed Pension Fund.

**Description of Major Services:** The Office of the Managing Director is responsible for the coordination and administration of a variety of City services and supervising several City operating departments and functions, including the Office of Innovation and Technology, the Records Department, Department of Public Property, Office of Human Resources, Office of Fleet Management, Procurement Department, Center of Excellence and the 311 Contact Center. These tasks are accomplished by prioritizing and communicating key administrative initiatives, monitoring and analyzing the department's performance and progress, and by serving as a catalyst to encourage cooperation and collaboration. In addition, this office is responsible for organizing and supervising major interdepartmental initiatives

and special events. Information on MDO's Public Safety programs can be found in the Goal 1 section starting on page 75.

**Performance Trends:** MDO tracks performance measures for the 311 and the Community Life Improvement programs.

**311:** In FY14, the total contacts for 311 decreased by 6.3% due. As of the first half of FY15, 311 has had 140,346 contacts, 38% lower than the same time period in FY14 due to Hurricane Sandy that occurred in FY13 and resulted in unusually high call volumes over a four day period when the Call Center was open 24 hours a day. The 311 contact call center handles two types of requests: information and requests for City services. In FY14, 311 handled 503,452 information requests and 137,785 service requests. The average wait call time increased significantly from FY13 to FY14 due to more weather related events/emergencies in FY14 compared to FY15. It is important to note that the replacement IVR did capture all of the telephone numbers that point into the 311 Call Center, therefore the number of calls handled by the IVR from January through December 2014 was not reported. The problem has since been resolved. Prior to the old IVR breaking down, the IVR handled 35%-40% of the calls coming into the Call Center; this means customers received an answer to their inquiry from the IVR messages and did not need to speak with an agent. The service levels have

declined during FY14 due to the contact center's Integrated Voice Response (IVR) breaking down, increased call volumes due to snow related events, and agent staffing challenges (vacancies, absences, and new hires). The IVR handles 30-40% of the calls into the center by providing information for the most frequently asked questions, preventing the customer from needing to hold to speak to an agent. As of the first half of FY15, 74% of calls have been answered within 45 seconds. The average call length decreased by 15 seconds from FY13 to FY14 and is up as of the first half of FY15. As of the second quarter of FY14, 93% of 311 customers felt their expectations were met or exceeded; 311 hopes to continue to exceed the industry standard of 85% in FY15. A new Customer Relationship Management (CRM) system went live in the second quarter of FY15 and full implementation is scheduled to be complete by the end of FY16. Although transitioning to the new CRM system could cause a temporary decrease in performance, ultimately the CRM system is expected to improve service delivery currently experienced by 311 users, as described above.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Total contacts (calls, email, website, walk-in)	N/A	1,193,795	1,118,205	-6.3%	552,320	343,966	-37.7%	N/A	N/A
Information requests	N/A	525,058	503,452	-4.1%	260,096	157,469	-39.5%	N/A	N/A
Service requests	N/A	92,464	137,785	49.0%	81,960	55,579	-32.2%	N/A	N/A
Average wait call time	N/A	0:22	1:37	343.2%	0:20	2:33	667.5%	N/A	N/A
Percent of calls answered within 45 seconds	N/A	82.0%	60.8%	-25.9%	20:24	12:36	-38.2%	80.0%	80.0%
Average call length	N/A	3:15	3:00	-7.6%	2:54	3:39	26.1%	N/A	N/A
Percent of customers whose expectations were met or exceeded	N/A	95.0%	92.9%	-2.2%	92.5%	92.5%	0.0%	85.0%	85.0%

**Community Life Improvement Program (CLIP):** CLIP consists of five subprograms: Graffiti abatement; the Community Partnership Program, which provides

supplies to community groups to do neighborhood clean-up projects; Community Service, which is a structured program that has non-violent offenders

complete their mandated community service hours by assisting in citywide clean-up projects; Vacant Lot Program which inspects, issues violations for and cleans vacant lots; and Community Life Improvement, which operates in the northeast and sections of northwest Philadelphia to address external property maintenance issues. FY14 performance current

estimates are slightly lower than FY13 actual performance across the board due in large part to the extreme winter weather which made it difficult to continue regular activities and caused some crew to be deployed for snow removal operations. FY15 performance levels are expected to be in line with FY13 actual performance.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Graffiti abatement: properties and street fixtures cleaned	N/A	121,854	100,791	-17.3%	57,559	45,925	-20.2%	100,900	101,000
Graffiti abatement: percent of 311 graffiti removal requests completed within 7 day	N/A	81%	97%	19.4%	96%	100%	4.7%	95%	95%
Community Partnership Program: groups that received supplies	N/A	685	573	-16.4%	303	332	9.6%	575	580
Community Partnership Program: Supplies issued	N/A	8,742	8,333	-4.7%	4,478	3,686	-17.7%	8,400	7,200
Community Service Program: citywide cleanup projects completed	N/A	2,114	1,945	-8.0%	936	611	-34.7%	1,200	1,200
Vacant Lot Program: Vacant lot abatements	N/A	11,789	10,208	-13.4%	7,176	7,828	9.1%	13,000	15,000
Vacant Lot Program: Vacant lot compliance rate	N/A	31%	28%	-10.5%	26%	31%	19.6%	28%	28%
Vacant Lot Program: Percent of vacant lots addressed within 90 days	N/A	87%	70%	-19.3%	70%	61%	-12.9%	70%	70%
Community Life Improvement: Exterior property maintenance violations	N/A	6,877	7,840	14.0%	4,403	4,160	-5.5%	7,800	7,800
Community Life Improvement: Exterior property maintenance compliance rate	N/A	71%	77%	7.8%	75%	74%	-1.7%	73%	73%

### Accomplishments & Initiatives

**Building Capabilities through the Center for Excellence:** The Center of Excellence (COE) within the Managing Director's Office was started in November 2012 to help City departments and agencies to operate more efficiently and effectively, in alignment with the Mayor's Strategic Goal 5. The focus for the COE is organizational development, project management, performance management and the City's Returning to Learning Tuition Discount program. The work is accomplished through training, consulting engagements with departments and agencies, PhillyStat meetings and managing the Returning to Learning Tuition Discount program relationships. The City has budgeted \$250,000 annually starting in FY14 to fund the Center for Excellence and succession

planning efforts. Since November 2013, this unit has made significant contributions in each of its primary areas:

- **Consulting engagements with departments to solve business problems:** The COE has also provided consulting support to 14 different agencies in the areas of change management, team building, leadership retreats, employee surveys, executive coaching, performance evaluation and focus groups to name a few. These projects generally cover several months and substantial hours of COE time.
- **Work with departments to develop their strategic plans:** The COE has worked with individual departments to address specific



organizational issues such as strategic planning, change management, customer focus, organizational leadership and planning. The COE has also built a succession planning toolkit that departments and agencies can use to identify the most critical roles and choose from a robust set of strategies to address impending vacancies. Based on a survey to all exempt employees in December, we have identified additional programs requested by these employees to enhance their skills. These programs are currently being offered or are under development.

- **Creating and delivering training and development to enhance employee performance:** COE has developed three multi-day development programs with Drexel University and Immaculata University in the areas of Leadership Development, Supervisory Skills and Intermediate Project Management in an effort to enhance the most critically identified skills and has delivered over 3,000 hours of training to nearly 400 employees across 50 different City agencies. This training has covered areas such as project management, performance management, leadership, supervision and public speaking. Additional offerings are currently in development to be delivered later in FY15.

COE has also supported the educational efforts of City employees through the Mayor's Returning to Learning Partnership, which allows City employees to pursue a college education by taking advantage of the tuition discount program offered by 13 area colleges and universities. Employees receive a 25% discount on tuition for each course for which they enroll and in some cases may also receive a full or partial scholarship to attend certain institutions. Initially run by the Mayor's Office of Education, the program is now housed in the COE. During FY14 and FY15, the COE assisted 162 employees in utilizing the program through 15 local colleges and universities.

Additionally, the COE has purchased subscriptions to additional tools to continue the learning process including individual assessment tools used in the

leadership development program and Get Abstract, a service that provides electronic access to thousands of business books in a condensed format. This service is available to all participants of these programs.

**Philly311:** Philly311 serves the citizens of Philadelphia by providing courteous, fast and accurate customer service, resulting in transparent access to government information and services. In addition to the 311 call center, the Philly311 mobile app, social media, and web-self service, Philly311 maintains the Neighborhood Liaison Program (NLP) that consists of people in Philadelphia communities who are passionate about improving the quality of life for them and their neighbors. The Philly311 contact center continues to maintain a high customer satisfaction rating; 85% as of the end of the second quarter of 2015.

During FY11, Philly311 implemented the Police Mobile Device Program that enables officers on the street to report quality of life issues. Over 900 Police Officers have been trained on use of the program as of December 2014.

The Philly311 mobile application (app) was launched in September 2012 and is the first civic engagement app to offer translations in 16 languages other than English. Part of its functionality allows the City to place widgets covering timely and relevant topics such as Licenses and Inspections Property History, Excessive Weather, and Earth Day onto the home screen of the app. Widgets may be easily added, edited and removed to enable timely topics to be featured. During the past year examples of, Philly 311 featured two widgets included a: one that helps customers find free computer training and access,, and an after school widget. The latter was the winner of a social media contest inviting the public to help develop a civic engagement widget. A push notification feature has been added that enables alerts to be sent to the over 24,000 users of the app which has a rating of 4 out of 5 stars and has won several City Paper Big Vision Awards. Over 27,000 service requests have been submitted via the mobile app representing a 47%

increase from 2013. The Philly311 mobile app accounts for over 18% of customer contacts. This surpasses all other non-call channels by 66%.

Philly 311 continues to use social media as a tool for dynamic and responsive engagement with Philadelphia's citizens. As of February 2015, Philly 311 has nearly 15,000 followers on Twitter, a 46% increase compared to February 2014. Philly 311 also has over 2,350 followers on Facebook, an increase of 44% from 2013.

The Philly311 social media team continues to showcase effective social media that connects customers and City government. The team has trained several internal City departments and external stakeholders, and team members have been keynote speakers at local, national and international conferences related to this topic and innovative government. Philly311 continues to blog and produce videos that educate, empower and engage its customers.

The Philly311 Neighborhood Liaison Program (NLP) has trained approximately 1,200 people since implementation. Additionally, three Youth Liaison Program pilots with over 120 participants ages 12-18 were successfully implemented in 2014. Through a partnership with Drexel University and KEYSPTS, Philly311 secured approximately 30 computer mobile labs enabling Philly311 to take NLP training into the communities.

In FY14, Philly311 kicked off the implementation phase of a new Customer Relationship Management (CRM) system. This system went live in December 2014, six months ahead of its projected June 2015 launch date. The customer service system uses state of the art technology to improve internal operations processing times, increase first time call resolution and provide customers with better communication regarding the status of their requests. The CRM also uses a GIS mapping system that helps identify and alert service delivery departments of duplicate requests by verifying the address and logging

additional calls for the same issue to one work order. Moreover, the GIS capability will facilitate more efficient travel routes for resolving issues and delivering services. The cloud-based solution provides additional features that enable the City government to connect more effectively with customers. Full implementation is expected to be completed in FY16.

Philly311 has also received the Citizen Engaged Designation from the Public Technology Institute for four consecutive years since 2012. In FY15, Philly311 received the Public Technology Institute's Most Engaged Citizen Designation for the fourth consecutive year. The designation acknowledges ongoing efforts to connect and engage City government and the public via outreach programs, the 311 mobile app, social media, blogs, interactive website, videos, and The Philly311 Show.

## MAYOR'S OFFICE

**Budget Trends:** The Mayor's Office General Fund budget has decreased by 6% from FY08 to the FY15 Current Projection. In FY14, the General Fund budget was increased by roughly \$1.4 million, primarily to reflect the transfer of staff to the Mayor's Office budget that had been reflected in other department's budgets. The added funds also paid for the expansion

of the Graduation Coaches Campaign to promote high school graduation as well as a new Office of Immigrant and Multicultural Affairs. The FY16 General Fund Proposed Budget for the Mayor's Office primarily driven by an outgoing transfer to the Office of Sustainability which was previously funded by the Mayor's Office.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	4,793,689	3,956,370	4,262,809	4,166,124	(96,685)	-2.3%
	200	771,539	876,343	1,040,336	990,336	(50,000)	-4.8%
	300/400	92,697	34,529	50,165	50,165	0	0.0%
	Total	5,657,925	4,867,242	5,353,310	5,206,625	(146,685)	-2.7%
	Positions	72	44	50	45	(5)	-10.0%
Other*	100	957,808	959,018	1,116,264	1,116,264	0	0.0%
	200	39,030	535,621	658,412	658,412	0	0.0%
	300/400	15,665	10,498	9,336	9,336	0	0.0%
	Total	1,012,503	1,505,137	1,784,012	1,784,012	0	0.0%
	Positions	3	3	3	3	0	0.0%
All	100	5,751,497	4,915,388	5,379,073	5,282,388	(96,685)	-1.8%
	200	810,569	1,411,964	1,698,748	1,648,748	(50,000)	-2.9%
	300/400	108,362	45,027	59,501	59,501	0	0.0%
	Total	6,670,428	6,372,380	7,137,322	6,990,637	(146,685)	-2.1%
	Positions	75	47	53	48	(5)	-9.4%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** The Mayor's Office includes the Mayor's personal staff as well as several commissions established to aid special-needs residents, including: the Mayor's Commission on Literacy, Mayor's Office of Immigrant and Multicultural Affairs, and the Mayor's Office of Education (which is described in the Goal 2 section on page 110).

### MAYOR'S COMMISSION ON LITERACY

**Mission:** To ensure quality literacy education is available for adult learners and envisions Philadelphia as one of the most literate cities in the United States.

**Description of Major Services:** The Mayor's Commission on Literacy (the Commission) has laid the foundations for robust, city-wide workforce literacy, improved the quality of teaching, and created a system for greater efficiency in the use of shrinking

instructional resources, and consistency and quality of services in the city's neighborhoods by offering professional development services and workforce development systems. The work going forward now marries place-based intake, assessment, case management, enrollment, and tutoring services to online learning, and a system that gives learners a way of tracking their progress toward their career goals. The Commission seeks to improve the job-readiness

skills of the city's workforce by making opportunities to learn and support for adult learning available on a large scale. In addition to providing adult literacy programming online, the Commission works to help improve the overall quality and standard of adult literacy programs in the city by encouraging individuals and organizations to take an active part in the Philadelphia Adult Literacy Alliance and use the workforce literacy standards and other best practices taught in the Commission's professional development programs.

**Performance Trends:** In FY12, the City provided budgetary support of \$1 million to the Commission (via the Mayor's Office) which enabled the Commission to increase the number of publicly-funded classroom seats for low-literate adults by 39%, and deliver high quality instruction at a cost slightly more than half the cost of face-to-face education. In FY14, 3,731 completed enrollments were targeted for service by the Workforce Investment Act Title II (adult education and literacy) providers at a cost of \$1,155 per enrollment, and the Commission provided 1,439 completed enrollments at a cost of \$625 per enrollment.

In FY14, the Commission developed and piloted the country's first system for citywide intake, registration, case management, and enrollment of low-literate adult learners, called *myPLACE*™. Funders, both public and private, tend to focus their support on GED® attainment. However, only a small population on average (including those with post-secondary as well as those with no secondary certificates) is capable of preparing for the GED®. The focus on GED® attainment forces funded agencies to place learners who are well below that level in GED® classes, to the detriment of the entire class. The data from *myPLACE* allows the Commission to know what level of material to teach, and as a result, the online courses directly

address the 67% of low-literate adults at the 4<sup>th</sup>-8<sup>th</sup> grade levels, whom no one else supports.

FY14 was the baseline year and pilot for the three Community Based Organizations (CBOs) partnership with the Commission to provide intake, assessment and case management for all learners, starting in the third quarter of FY14. The number of new learners enrolled in the first two quarters of FY15 (2,677 individuals) has exceeded MCOL's goal for the entire fiscal year. Partnerships in which CBO literacy providers list courses in the *myPLACE*™ electronic enrollment system's course catalogue have grown on schedule, resulting in a course catalogue with 701 classes listed. The Commission anticipates 6,000 new learners being registered each year going forward. Returning learners who drop out at any point in their intake or enrolled process are not counted in the new learner registrations. The percent of online learners who have completed the Introduction to Adult Learning and Careers course has increased by 51.7% during the first half of FY15 relative to the same period in FY14.

In addition to providing adult literacy programming online, the Commission works to improve the overall quality of adult literacy programs by encouraging individuals and organizations to take active part in the Philadelphia Adult Literacy Alliance and use workforce literacy standards and best practices taught in the Commission's professional development programs. By the end of the second quarter in FY15, the Commission exceeded its goal for the year of numbers of participants in the Philadelphia Adult Literacy Alliance, which is the citywide association for professional development, networking, and policy advisement in adult literacy. The Commission is on track toward meeting the FY15 goal for enrollments in its professional development programs (1,500 enrollments).

Performance Measure*	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Number of new learners enrolled in online registration system	N/A	27	600	2122.2%	600	2,677	346.2%	2,000	6,000
Percent of online learners who have completed Introduction to Adult Literacy and Careers class**	N/A	N/A	246	N/A	N/A	476	N/A	> 40%	60
Organizations in Alliance	N/A	270	196	-27.4%	196	220	12.2%	160	350
Individual members in Alliance	N/A	115	39	-66.1%	39	78	100.0%	325	175
Agencies using workforce standards	N/A	11	12	9.1%	12	12	0.0%	70	
Enrollments in professional development	N/A	1,164	962	-17.4%	461	589	27.8%	1,500	1,700
MyPlace partners	N/A	N/A	15	N/A	15	25	66.7%	27	35
Enrolments in myPlace partner classes**	N/A	N/A	370	N/A	N/A	1,037	N/A	N/A	3,000
Enrollments in online reading and writing classes	N/A	N/A	22	N/A	17	57	235.3%	300	500
Enrollments in online math classes	N/A	N/A	29	N/A	18	41	127.8%	300	500

\*Partial year data; program in development

\*\*Program began in Q3 of FY14

## Accomplishments & Initiatives

### Piloting Online Adult Learning and Career Courses:

The six online innovative courses piloted in FY14 were framed on the *College and Career Readiness Standards for Adult Education* (the courses developed were the first curricula in the U.S. to reflect these standards). The courses also reflect state of the art practices in contextualizing academic learning in industries with substantial entry-level jobs in Philadelphia. These courses have been recognized by the U.S. Office of Career and Technical Adult Education as a model for addressing the findings of the PIAAC international study<sup>66</sup> of 22 Organization for Economic Co-operation and Development (OECD) countries that ranked the U.S. below average in workforce readiness for employment in the 21<sup>st</sup> century global economy. No other courses of their kind have been developed for this population of learners. The courses have been successful among initial learners tested to date: learners completing a single, six-week course, have advanced their education by one or more grade levels, attained successful entry to job training programs and even higher education, even though the courses are

set at 5<sup>th</sup> and 6<sup>th</sup> grade levels. Post-testing on all online learners from the current term will be available later in FY15.

In addition, 24 literacy agencies agreed to partner with the Commission's myPLACE™ by listing their courses in its electronic "catalogue," and by using the Commission's registration and enrollment process to fill the seats in their face to face classrooms. Three literacy agencies are in their second year of providing the myPLACE™ campuses: District 1199c Training and Upgrading Fund, Congreso de Latinos Unidos, and Community Learning Center. By FY16, the Commission expects the myPLACE™ system will be the sole city-wide enrollment management system for all adult literacy in Philadelphia. Partner agencies must qualify to become partners, which means the Commission provides the professional and program development needed by any who wish to become partners.

In addition to the course offerings, the data obtained from the myPLACE™ technology is a major achievement. For the first time in its history, the City has real-time data on the characteristics of residents

<sup>66</sup> [PIAAC International Study](http://www.timetoreskill.org) (<http://www.timetoreskill.org>)

who ask for literacy assistance citywide. Because the program is just ending the first year of operation, FY14 data will be used as baseline for measuring progress, but the initial data underscores the importance of the Commission's work.

During FY15 and FY16, the Commission plans to fundraise with the goal of adding new campuses (to augment the three already in place), in efforts to accommodate 8,000 adult learners in FY16 and 15,000 in FY17. As online learning for this population takes hold and a larger number of people enroll, the cost per learner will continue to come down. The Commission also plans to license *myPLACE*™ to other entities, such as Pennsylvania state prisons, other cities or regions (such as educational Intermediate Units, community colleges, libraries, etc.). All licensing of the system will bear the copyright and trademark of the programs developed by the City, and cover the costs incurred by expansion, city research and development costs, continuous revisions of content, monitoring of programs, and evaluation.

#### **Programming for Previously Incarcerated Citizens:**

The Commission started two initiatives in FY15 to assist 70 citizens returning from prison in making educational gains and improving their employability. The Commission is participating in the Department Of Justice Second Chance Act project, led by RISE and partnering with the Philadelphia Prisons System, the Philadelphia Housing Authority, and others to provide services coordinated by RISE, including the Commission's literacy system. Project participants will begin their online learning prior to release, and continue coursework upon their return to the community, to increase their employability and eventual success in reducing recidivism. In addition, the Commission is establishing *myPLACE*™@Philadelphia Prisons System and *myPLACE*™ Online as tools for advancing the employability of returning citizens. Final preparations are underway and the tools will launch in the spring of 2015.

#### **Online Test-Prep Course for Job Seekers to Advance**

**Reading Levels:** With a \$30,000 grant from Digital OnRamps via Drexel University for December 2014-September 2015, the Commission is developing an online test-prep course for all job seekers who are reading, writing, and doing math at the 5<sup>th</sup>-6<sup>th</sup> grade level to advance to 10<sup>th</sup> grade in these subjects in order to qualify for employment, apprenticeships, certificate programs, and post-secondary entrance. The course will be ready to pilot by the end of FY15, and piloted and implemented fully in FY16. The goal is for all who face entrance exams for jobs, training, or higher education, to prepare for those with this course, and thereby improve their chances of success. The course will also be used as a bridge from our suite of lower level classes to GED® preparation. The course will complete the online curriculum.

#### **Post-testing and Data Collection for Research**

**Publications:** Post-testing and data collection will be conducted for all online learners from January-through March in FY15. These data will be published in appropriate journals and presented to the field, the public, and funders.

**National Recognition:** The value of the Commission's *myPLACE*™ work has been recognized by the US Department of Education's Office of Career, Technical, and Adult Education in a February 2015 report<sup>67</sup>, cited as a model for innovation in adult education. The Commission also received a \$2,500 one year grant for online instruction from the Lindback Foundation, which stands for excellence in teaching. Additionally, the Commission was also featured as part of the national Digital Promise Foundation's<sup>68</sup> Beacon project, which recognizes national innovations using technology to advance education.

<sup>67</sup> US Department of Education, "Making Skills Everyone's Business" (February 2015) (<http://www2.ed.gov/about/offices/list/ovae/pi/AdultEd/making-skills.pdf>)

<sup>68</sup> [Digital Promise Foundation](http://www.digitalpromise.org) (<http://www.digitalpromise.org>)



**MAYOR'S OFFICE OF IMMIGRANT AND MULTICULTURAL AFFAIRS**

**Mission:** To promote the well-being of the immigrant community in Philadelphia by improving access to City services, engaging community-based organizations, developing economic resources, and assisting with educational opportunities. Additionally, the Mayor's Office of Immigrant and Multicultural Affairs (MOIMA) aims to promote the full participation of Philadelphia's diverse cultural and linguistic communities in the economic, civic, social and cultural life of the City by strengthening the relationship between those communities and the City.

**Performance Trends:** The MOIMA was established in March 2013, and therefore no activity exists prior to that date. The Language Access Program, a program where each City department presents its strategy to provide services to Limited English Proficiency

residents, was previously managed by the Managing Director's Office and was transferred to MOIMA in April 2013. In FY14, MOIMA trained 320 more City staff in Language Access than in FY14, primarily driven by the re-certification of 200 Police Department Authorized Interpreters, a process that takes place every two years. MOIMA began conducting naturalization clinics, an informational resource for immigrants, during the third quarter of FY14. At the first clinic, there were 230 participants. MOIMA plans to host more clinics in FY15 and hopes to host 320 participants in FY15 and 400 in FY16. In FY14 MOIMA also hosted several community dialogues in which important topics for immigrant communities are discussed and a total of 180 participants attended in FY14. MOIMA's goal is to increase the number of participants to 500 by FY16.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Number of City staff trained in Language Access	N/A	25	345	1,280.0%	50	100	100.0%	200	400
Naturalization clinic participants	N/A	N/A	230	N/A	N/A	N/A	N/A	320	400
Number of Community Dialogues participants	N/A	N/A	180	N/A	180	195	8.3%	300	500

**Accomplishments & Initiatives**

**Cultural Passport to PHL Week:** MOIMA produced the first "Cultural Passport to PHL Week" in September of 2013, which hosted more than 25 events around the city that celebrated the city's diverse communities, reaching more than 13,000 people in-person, and was covered by four national and six local media outlets. In September 2014, MOIMA produced the second edition of the Week. According to information provided by the national umbrella organization Welcoming America, Philadelphia's second "Cultural Passport to PHL Week" was the largest and most diverse Week of activities in the country among the more than 45 cities and counties that participated in

the initiative National Welcoming Week.<sup>69</sup> The event was attended by more than 32,000 people, and MOIMA was able to reach out to more than 535,000 individuals via social media and more than 250,000 via traditional media. 42 sponsors and partners participated in the more than 40 events hosted throughout the week.

**Language Access Program:** Over the last two decades the number of Limited English Proficient (LEP) residents in the U.S. has increased by about 80% to

<sup>69</sup> [National Welcoming Week](http://www.welcomingamerica.org/get-involved/national-welcoming-week-2014/)  
(<http://www.welcomingamerica.org/get-involved/national-welcoming-week-2014/>)



approximately 25.5 million. In Philadelphia, 22% of residents speak a language other than English at home.<sup>70</sup> As a result of this trend, the Federal Government mandates quality access to federally-funded services for LEP individuals. Providing quality language access services to residents of the city is not only aligned with Mayor Nutter's vision for a more responsive government, but it is a good practice that has significant impact in areas related to code enforcement, public health, emergency preparedness, education, economic development, and public safety.

Starting in FY15 any candidate who has passed all other parts of an open competitive examination announced on or after July 1, 2014 will be awarded three additional points for verified ability to communicate fluently in any non-English language or in American Sign Language. The additional points will be awarded for all open competitive examinations announced.

In order to be successful, the Language Access Program has to be monitored and improved frequently. During FY16, MOIMA aims to ensure that every City department creates or updates their Language Access Plan, a document where each City department presents its strategy to provide services to LEP residents. MOIMA will work with departments that have high impact on residents to develop culturally competent outreach/communication strategies and will work to improve MOIMA's website to develop it as a meaningful source of information for immigrant and Limited English Proficient residents. Additionally, MOIMA hopes to create a library of the City's vital documents in most frequently used languages.

**Restoring Immigrant Community Trust in City Government:** For many years, the risk of deportation prevented many immigrants from cooperating with the Police Department in matters of public safety. Due to an Executive Order signed by Mayor Nutter in April 2014 that limits police cooperation with U.S. Immigration and Customs Enforcement, immigrants

are able to report crimes, cooperate as witnesses, and interact with the police in other ways, without risking deportation.

Additionally, MOIMA is working on an ongoing comprehensive campaign that each year will promote and facilitate the process of thousands of immigrants to regularize their immigration status. This campaign, to be conducted in FY15 and FY16, will consist of planning meetings, training of more than 140 volunteers, evaluating more than 500 cases, and filing applications for more than 250 individuals. MOIMA aims to fundraise \$50,000 for the campaign, through the creation of the New Americans Fund and through a combination of seed money from the City, a grant from the Mayor's Fund and donations from private sector.

In response to the rapid rate of growth in our foreign-born population, the Administration has implemented key policies and initiatives aimed at placing Philadelphia at the forefront of the immigrant integration and welcoming movement. Philadelphia has become founding member of various national initiatives, including Welcome.US, National Welcoming Cities and Counties, Cities for Citizenship, and National Immigrant Heritage Month. For these and other efforts, Philadelphia was nominated by the National Immigrant Integration Conference, celebrated in Los Angeles in December 2014, for the title of America's Most Welcoming City. Philadelphia was a finalist after New York City, winner of the contest.

**Launch of Philadelphia's New Americans Tour:** Developed in partnership with VISIT Philly, Philadelphia's New Americans Tour was launched in November of 2014. The self-guided, online-based tour, offers an insider's look at the people, places and events that shaped the country to help immigrants prepare for the U.S. citizenship test. It can be accessed in popular languages through VISIT Philly's or MOIMA's websites.

<sup>70</sup> American Community Survey, 1-Year Estimates, 2013

## MAYOR'S OFFICE OF LABOR RELATIONS

**Mission:** To coordinate relationships City-wide between management and the labor organizations representing City employees to create an effective partnership to better serve the public.

**Budget Trends:** The Mayor's Office of Labor Relations budget has increased since FY08 to \$640 million as of the FY15 Current Projection. The FY16 Proposed Budget is 10.6% lower than the FY15 Current Projection due one time lump sum payments paid out in FY15.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	498,189	468,177	628,942	559,029	(69,913)	-11.1%
	200	11,426	3,068	3,277	5,277	2,000	61.0%
	300/400	14,480	8,082	8,160	8,160	0	0.0%
	Total	524,095	479,327	640,379	572,466	(67,913)	-10.6%
	Positions	7	7	8	8	0	0.0%

**Description of Major Services:** The Mayor's Office of Labor Relations (OLR) works with City managers, union representatives and their members in collective bargaining, labor contract administration, dispute resolution, and labor-management cooperation. The Office's objectives include facilitating dispute resolution and labor management cooperation, educating managers and supervisors about labor law and the contracts, supporting collective bargaining efforts by participating in contract negotiations and interest arbitration proceedings, and providing strategic advice and contract interpretation to department heads and upper management in support of the administration's initiatives.

### Accomplishments & Initiatives

**Updated Labor Agreements:** As of February 2015, the City has agreements and interest arbitration awards for its four largest unions and the Philadelphia Redevelopment Authority. Details for these agreements are outlined in the Labor Chapter.

**Contract Administration:** OLR works closely with the managers of City departments to implement changes in the delivery of services and ongoing administration of contract terms. OLR provides guidance and assistance with issues ranging from discipline to design and implementation of new organizational units in the government.

**Dispute Resolution:** OLR is responsible for handling District Council 33 and District Council 47 grievances that departments have not resolved. While OLR cannot predict how many grievances the unions will submit or, of those, how many OLR can resolve, OLR aims to resolve all grievances it receives in any given year. In FY14, OLR received 111 grievances which was on par with the FY13 total. OLR was primarily focused on negotiations with District Council 33 and District Council 47 in FY14, and therefore disposed fewer grievances in FY14 relative to previous fiscal years.

AFSCME Grievances	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Dispute Resolution, AFSCME Grievances Received	106	135	104	85	89	111	111
Dispute Resolution, AFSCME Grievances Disposed*	72	93	80	113	113	137	90

\*Can include grievances from a prior fiscal year

Additionally, in FY15, OLR has incorporated a formal process for hearing International Association of Fire Fighters Local 22 grievances at Step 2, an intermediary step before arbitration. The intent is to hear grievances internally before they are moved directly to arbitration to help reduce arbitration costs.

**Labor Training for Managers and Supervisors:** OLR conducts training for City managers and supervisors to help them function effectively in a unionized environment and minimize the likelihood of future grievances. The course covers the law and the contracts and provides managers with strategies for administering the labor contracts in their workplaces. OLR provides the training for 9 months of the year and conducts ad-hoc training for senior management in various departments upon request, whose participants are not counted in the performance metrics. Since FY08, OLR has had a goal to train 180

individuals and has historically come close to or exceeded the goal. In FY13, 209 individuals took the course, and in FY14, OLR trained 234 individuals. The Office of Human Resources manages course enrollment, making it difficult for OLR to anticipate the number of training participants in a fiscal year. In FY15 and FY16, Labor anticipates training between 180 to 200 individuals each fiscal year.

OLR is also contacting departments more regularly to offer specialized training in labor relations with the goal of meeting particular department needs. For example, OLR conducted training for the Department of Human Services leadership in the fall of 2014 and will be conducting training for the new Fire Department leadership in March 2015. OLR is also working closely with the Law Department's Labor and Employment Unit to offer additional training programs.

Manager and Supervisor Training	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Training Participant Goal	180	180	180	180	180	180	180
Actual Participants Trained	183	180	163	175	185	209	234

## OFFICE OF FLEET MANAGEMENT

**Mission:** To support City departments and agencies in the delivery of municipal services by ensuring that City vehicles and other automotive related equipment and services are available, dependable and safe to operate.

**Budget Trends:** The FY16 Proposed General Fund Budget for the Office of Fleet Management (OFM) includes an increase of \$3 million to pay for additional vehicle purchasing, \$1 million which is ongoing and \$2 million is the result of fuel hedge savings. This is in addition to the \$15 million in General Obligation capital funding to purchase large vehicles, bringing the combined operating and capital budget for vehicle purchase to almost \$25 million for FY16. OFM saw a

8.7% decrease in General Fund appropriations from FY08 to the FY15 Current Projection as a result of budget cuts during the recession in funds to purchase new vehicles. In FY12, the City borrowed \$28 million over seven years as part of a new lease financing deal to purchase new vehicles. Debt service on this loan is paid out of the General Fund and was \$4.5 million in FY15.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	17,745,176	15,840,304	16,772,548	16,544,893	(227,655)	-1.4%
	200	4,135,594	9,415,537	9,604,396	9,604,396	0	0.0%
	300/400	44,679,168	37,299,182	34,428,211	35,428,211	1,000,000	2.9%
	Total	66,559,938	62,555,024	60,805,155	61,577,500	772,345	1.3%
	Positions	307	264	283	283	0	0.0%
Other*	100	3,522,961	3,748,857	4,333,505	4,333,505	0	0.0%
	200	2,076,454	1,988,856	2,077,000	2,077,000	0	0.0%
	300/400	6,625,292	5,890,547	10,567,640	10,567,640	0	0.0%
	Total	12,224,707	11,628,261	16,978,145	16,978,145	0	0.0%
	Positions	60	67	78	78	0	0.0%
All	100	21,268,137	19,589,162	21,106,053	20,878,398	(227,655)	-1.1%
	200	6,212,047	11,404,393	11,681,396	11,681,396	0	0.0%
	300/400	51,304,460	43,189,730	44,995,851	45,995,851	1,000,000	2.2%
	Total	78,784,644	74,183,284	77,783,300	78,555,645	772,345	1.0%
	Positions	367	331	361	361	0	0.0%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** The Office of Fleet Management (OFM) is a centralized agency responsible for strategic planning, acquisition and maintenance of vehicles and large equipment to support citywide functions. OFM is responsible for the acquisition, assignment and maintenance of approximately 6,316 vehicles and equipment at the lowest long-term cost to Philadelphia taxpayers.

**Performance Trends:** Availability of City-owned vehicles was 91.4% in the first half of FY15 which is slightly below the year-end FY14 level (92.4%). This 1% variance is due to the normal vehicle acquisition and relinquishment cycles. Among public safety vehicles,

radio patrol car availability increased by 0.7% from FY13 to FY14 while medic unit availability decreased by 1.8% and street compactors by 1.5%. The declines were mainly due to aged vehicles and lack of adequate new vehicle replacements in previous years. To

address this issue, funds were added in FY15 through the capital budget to purchase additional vehicles. These vehicles will be available for service in FY16 and OFM is targeting vehicle availability at 90% for FY16. From FY14 to FY15 year-to-date, the median age of the General Fund vehicles remained at nine years and Water Fund vehicles remained at ten years due to the new vehicle acquisition. The median age of Aviation Fund vehicles increased from ten years in FY14 to 11 years in FY15 due to the insufficient new vehicle

purchases. OFM is responsible for vehicle repairs, and in FY08, OFM repaired 72% of vehicles in 1 day or less. This performance rate dropped to 68.7% in FY14 and further reduced to 67% during the first half of FY15, mainly due to the increased number of repairs in older vehicles and equipment. Significant additional funds were added to OFM's budget purchase more vehicles in FY16 which should increase availability over the course of the five year plan.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Fleet availability - citywide	89.0%	93.0%	92.4%	-0.6%	92.5%	91.4%	-1.2%	90.0%	90.0%
Radio patrol car availability	90.0%	88.0%	88.6%	0.7%	88.5%	87.1%	-1.6%	90.0%	90.0%
Medic units availability	88.0%	87.0%	85.5%	-1.8%	85.5%	83.4%	-2.5%	90.0%	90.0%
Compactors availability	80.0%	79.0%	77.9%	-1.5%	78.0%	74.4%	-4.7%	90.0%	90.0%
Median Age of Vehicle: General Fund	8.0	9.0	9.0	0.0%	9.0	9.0	0.0%	8.0	8.0
Median Age of Vehicle: Water Fund	6.0	9.0	9.8	8.3%	10.0	10.0	0.0%	8.0	8.0
Median Age of Vehicle: Aviation Fund	8.0	11.0	10.0	-9.1%	10.0	11.0	10.0%	8.0	8.0
Percent of vehicles repaired in 1 day or less	72.0%	69.0%	68.7%	-0.4%	68.9%	67.1%	-2.7%	70.0%	70.0%

### Accomplishments & Initiatives

**Vehicle Lease Purchase Financing:** With assistance from the Office of the City Treasurer, OFM completed a \$28 million lease purchase financing program in March 2011. This program enables OFM to replace older and no longer economically feasible vehicles and equipment with technologically advanced and more fuel efficient options. Through the lease purchase financing program, OFM purchased 94 pieces of heavy equipment and vehicles for the Streets Department at an estimated cost of \$13.9 million, 34 apparatus equipment for Fire Department at an estimated cost of \$12.6 million and 10 vehicles for other departments at an estimated cost of \$1.5 million. Lease purchase financing has enabled OFM to provide more reliable and economical vehicles to the operating departments.

**Fuel System Modernization:** From FY10 to FY14, OFM upgraded 18 year old fuel dispensing technology for a total cost of \$1.3 million. This upgrade enabled OFM to automate fuel dispensing to motorcycles, gas cans,

and other types of equipment and avoid manual recording of fuel transactions. This new system enhances fuel security and enables OFM to stay current on technological upgrades in the industry, resulting in future costs savings and efficiencies to the City.

**Fleet Asset Management System:** In FY14, with the assistance of the Office of Innovation and Technology, OFM began the process of replacing its current work order system with a new Asset Management System. The new system and full training are scheduled to be complete in April 2015. The new Asset Management System meets industry standards and operates using cloud technology to help OFM carry out duties more efficiently. The cost of replacing OFM's current work order system would exceed the price of the new system, which is expected to cost approximately \$1 million.

**Parking Expenditure Savings:** Since FY10, OFM has been responsible for managing on-street and off-street parking for the City (primarily for City vehicles). The relocation and reduction of off-street parking permits, which began in FY12, allowed OFM to save \$210,000 in garage expenses annually.

**Optimal Vehicle Replacement Strategy through Capital Projects:** OFM's strategy is to replace aged and inefficient vehicles and equipment with technologically advanced and more fuel efficient options. In March 2014, the capital eligibility guidelines were revised to allow for the purchase of vehicles that are also considered equipment and that have a cost of at least \$100,000 and have a useful life of at least 5 years. In FY15, the City budgeted over \$12 million in new and prefinanced city funds to purchase such equipment for Fire and Streets Departments in the Capital Budget. In the FY16 Capital Budget, funding has increased to \$15 million, \$7 million for Fire Department specialty vehicles, \$7 million for Streets Department specialty vehicles, and \$ 1 million for various departments that have these type of vehicle needs. The City anticipates that this increase will eliminate the aging fleet and help the departments to perform their daily operations in a safe and efficient manner.

**Workforce Training:** In FY14, OFM established a new in-house training and development program. This project enables OFM to facilitate internal employee training and development; 461 employees have been trained so far.

In FY12, OFM initiated a high school internship program and hired four students for a career oriented automotive training program. To date, four students have completed the program and there are 10 high school interns currently enrolled in the program.

**Modernization & Consolidation of Repair Facilities:** Capital project initiatives will consolidate the Tire Shop & Administration to the Central Repair Facility at shop 134 Front Street & Hunting Park Avenue over the next three to five years. This is OFM's main public health &

safety repair facility which require major renovation and expansion to accommodate the increased workload in Police and Fire department vehicles and equipment. OFM submitted a capital project proposal to the City Planning Commission for review, planning and implementation. This strategy will enable centralization, efficiency in operations, improve building & equipment safety and develop a modern industry standard repair facility.

## OFFICE OF HUMAN RESOURCES

**Mission:** The Office of Human Resources works with City departments, agencies, boards, and commissions to attract and maintain a competitive and diverse workforce.

**Budget Trends:** The Office of Human Resources (OHR) has seen a 31.8% increase in General Fund appropriations from FY08 to the FY15 Current Projection due to the transfer of the Medical Evaluation Unit to OHR in FY11 (\$625,000), the consolidation of 13 human resources/payroll employees from their original departments into a shared services model in OHR (\$600,000), the purchase of a commercially available Firefighter

examination that complied with all applicable employment law in FY12, to support a benefits eligibility audit in FY13, and in FY14 to facilitate more rapid and coordinated hiring and promotion of uniformed Police staff. The FY16 General Fund appropriation is \$162,000 higher than the FY15 Current Projection due to cyclical oral exam costs for promotional exam scheduling for Police, which occur every other year.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	3,939,679	4,548,099	5,296,000	5,399,621	103,621	2.0%
	200	691,219	892,958	802,070	964,070	162,000	20.2%
	300/400	54,033	56,209	69,932	69,932	0	0.0%
	Total	4,684,931	5,497,266	6,168,002	6,433,623	265,621	4.3%
	Positions	68	79	92	92	0	0.0%
Other*	100	6,035	0	0	0	0	#DIV/0!
	200	3,156,154	0	0	0	0	#DIV/0!
	300/400	80,731	0	0	0	0	#DIV/0!
	Total	3,242,919	0	0	0	0	#DIV/0!
	Positions	0	0	0	0	0	#DIV/0!
All	100	3,945,713	4,548,099	5,296,000	5,399,621	103,621	2.0%
	200	3,847,373	892,958	802,070	964,070	162,000	20.2%
	300/400	134,764	56,209	69,932	69,932	0	0.0%
	Total	7,927,850	5,497,266	6,168,002	6,433,623	265,621	4.3%
	Positions	68	79	92	92	0	0.0%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** OHR is responsible for posting job opportunities, testing applicants, and producing lists of qualified candidates for job openings. OHR is composed of three units: Employee Benefits, Equal Employment Opportunity/Affirmative Action, and Employee Training and Development. The Employee Benefits unit administers a cafeteria style health benefit plan for non-represented employees. The Equal Employment Opportunity/Affirmative Action (EEO/AA) unit processes requests for accommodations for disabilities in Civil Service testing and employment. EEO/AA also investigates complaints of illegal discrimination or harassment within City departments. The Employee Training and Development unit coordinates and provides training and development tailored to the specific needs of City employees.

**Performance Trends:** The cost of health benefits metric is provided on a net basis and includes medical,

prescription drug, dental and vision benefit expenditures for active and five years or less retirees



of the City Administered (non-union) benefits program less employee payroll contributions and applicable credits, such as Consolidated Omnibus Budget Reconciliation Act (COBRA) premiums. OHR has been able to stay on track with the aggressive budget goal related to managing health care costs. This is achieved through engagement and management of employee health and wellness, ongoing competitive bidding of products and services and contribution increases and/or benefit modifications if necessary. The City's management of health care costs compares very favorably to health care cost trends in the Philadelphia region, which are increasing by 8-12% annually while the City's costs decreased by 1.2% from FY13 to FY14. Since City health benefits run on a calendar year, the success of recent initiatives such as an audit of covered dependents and plan modification to promote positive outcomes began in the later part of FY14 and will continue into FY15 and beyond. As of the first two quarters of FY15, the City is on track to manage the net costs of benefits within the FY15 target budget of \$76.4 million. The percentage of civil service tests held on the target date has increased

from 30% in FY11 (earliest year of data collection) to 94% in FY14, and the percent of civil service lists established by the target date has increased from 25% in FY11 to 94% in FY14, exceeding OHR's goals on both metrics of 70%. This trend has continued during FY15: 98% of tests were administered and eligible lists were produced on schedule. This represents a 3.6% increase in tests administered and a 1.7% increase in lists produced on schedule from the same period in FY14. As a result, OHR increased its targets for percent of tests held on target date and percent of lists established by target date from 70% for FY14 to 90% for FY16. The average time between the closure of a job announcement and the list establishment has declined from 85 days in FY08 to 57 days in FY14. The average number of days required to produce an eligible list was reduced to 50 days in the first half in FY15 (a 6% decrease from the same period in FY14). The total number of lists produced increased from FY13 to FY14 by 11% to a total of 414 lists in FY14. In the first half of FY15, 226 lists were created; a 7.6% increase over the same period of the previous year. OHR's goal is to create 400 lists in FY16.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Net cost of health benefits (\$ million)*	\$98.40	\$76.40	\$75.50	-1.2%	\$36.90	\$38.50	4.3%	\$76.40	\$76.4
Percent of shared services employees with current evaluations	N/A	75.2%	N/A	N/A	81.3%	36.2%	-55.5%	80.0%	80.0%
Percent of employees with current evaluations - Citywide	N/A	59.5%	N/A	N/A	50.9%	44.9%	-11.8%	80.0%	NA
Percent of departmental employees with current evaluations	N/A	80.3%	N/A	N/A	88.9%	62.7%	-29.5%	80.0%	80
Percent of tests held on target date	N/A	88.0%	93.7%	6.4%	94.9%	98.3%	3.6%	90.0%	90.0%
Percent of lists established by target date	N/A	85.0%	94.4%	11.1%	96.5%	98.2%	1.7%	90.0%	90.0%
Average days between close of job announcement and list establishment	85.0	58.4	57.4	-1.6%	53.8	50	-6.2%	65	65
Total number of lists produced	518	373	414	11.0%	210	226	7.6%	400	400

\* FY08 column is from FY09 and is an estimate based on a gross cost of \$101.4 minus an estimated \$3 million worth of deductions to reflect the net cost of health benefits.

\*\* Measure is calculated on an annual basis

## Accomplishments & Initiatives

### Managing the Rising Costs of Employee Health

**Benefits:** FY14 marked the fourth consecutive year that OHR's Benefits Division was able to offset the continually rising cost health care. The City Administered Benefits Program (CAP) for non-union employees was successful in mitigating health care risk and creatively managing cost by promoting health and wellness, specifically through tobacco-free initiatives and provider network management, saving \$94.5 million from FY10 to FY14. Current CAP health benefits expenditures are \$76.4 million, which is 23% lower (\$22 million) than the amount spent in FY09 and 41% lower (\$54 million) than the amount the City would otherwise pay if the strategic actions taken since FY10 did not occur. The move to self-insure the CAP benefits program starting in calendar year 2010 resulted in significant cost savings. In addition to self-insurance, the City has completely reformed the benefits program. OHR competitively bid 15 large complex RFPs to ensure the City has the best insurance vendors in place at the most competitive price. In FY12, OHR implemented a sophisticated health management program for employees to incent favorable health activities. To date, 54% of employees have completed the wellness program requirements, and the program has achieved over 50% employee completion in three out of the four years the program has been in place. In FY14, the Employee Benefits division conducted a dependent eligibility audit (audit to verify that employee dependents are eligible for employer coverage) which resulted in \$1.28 million in savings. Employee Benefits also tackled one of the Administration's top issues of promoting a smoke-free Philadelphia. Starting in January 2015, employees and dependents who smoke will pay a tobacco use surcharge, and if they use a pharmacy that sells tobacco products, employees will pay an additional \$15 copay for each covered prescription.

**Streamlining Classification System:** During the seven years of the Nutter Administration, OHR completed 946 classification and pay changes and reduced the number of classes by 131 classes. For the first time in

at least 40 years, the number of civil service classes is below 1,000. Eliminating overly specialized classes also removed the need for examinations to fill those classes. As a result of these updates, OHR is more efficient at producing eligible lists, therefore reducing the time required to hire and promote.

**Updating Civil Service Regulations:** Since FY08, OHR established, abolished or revised 402 civil service regulations. Some of the more significant regulation changes included five new regulations established to improve the process for bilingual testing, and a regulation that awarded additional points on examinations to candidates who have completed terms of service with the Peace Corps of America. The Peace Corps regulation is intended to encourage people to join volunteer service programs and to provide a means for these people to gain City employment upon completion of their service. These individuals have already demonstrated a commitment to public service and they should be an asset to the City as employees. Philadelphia is the first jurisdiction in the nation to implement such an initiative.

### Lower Cost Human Resources Service Delivery:

During FY12-FY13, OHR successfully demonstrated a more efficient, lower cost model of human resources service delivery for eight departments. Human resources services for 900 employees were provided with 2.5 fewer staff members, saving \$124,000 annually in salary and benefits. Additionally, the Office expanded electronic employee attendance reporting to a total of seven departments: the Office of Innovation and Technology, the Managing Director's Office, the Department of Public Property (Administration and Capital Programs Office), the Office of Fleet Management (Administration), the Procurement Department, the Civil Service Commission, and OHR. This reporting tool improves the timeliness of the information for payroll processing and increases the accuracy of the employee hour calculations.

**Create Broad Band Pay Classification System:** During FY16, OHR plans to develop a broad band classification system. The broad band system would eliminate the need for promotional examinations for small pay increases and would make advancement through the career ladder based more on employee performance. A broad band classification has been proposed for inspection classes in the Department of Licenses and Inspections in support of the Mayor's Licenses and Inspections Advisory Commission.

## OFFICE OF INNOVATION AND TECHNOLOGY

**Mission:** To increase the effectiveness of the City's information technology infrastructure, manage the City's technology assets efficiently and effectively, and modernize City government in order to improve all service to Philadelphians.

**Budget Trends:** The Office of Innovation and Technology (OIT) has seen a significant increase in General Fund appropriation from FY08 to the FY15 Current Projection. The increase was caused by growth in 911 spending as well as the centralization of information technology services formerly residing within departments in accordance with a Mayor's Executive Order signed on August 22, 2011. The consolidation also resulted in an increase in other operating funds – in FY16, OIT is projected to receive

about \$23 million in Water funds and \$9.6 million in Aviation funds for the Philadelphia Water Department and Philadelphia International Airport respectively. OIT receives another \$46 million in grant-funded appropriations, providing the ability to spend almost \$38.9 million in accumulated 911 surcharge revenues. The FY16 Proposed General Fund Budget for OIT includes \$2 million in funding for a citywide five-year computer refresh cycle.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	9,634,660	17,480,289	19,611,601	19,900,681	289,080	1.5%
	200	24,067,762	44,205,340	53,996,284	54,383,430	387,146	0.7%
	300/400	334,442	2,391,158	8,480,497	9,598,351	1,117,854	13.2%
	Total	34,036,864	64,076,787	82,088,382	83,882,462	1,794,080	2.2%
	Positions	141	259	288	307	19	6.6%
Other*	100	1,366,205	4,851,601	5,519,656	6,562,979	1,043,323	18.9%
	200	2,132,505	14,921,652	19,743,896	24,281,510	4,537,614	23.0%
	300/400	108,584	1,754,368	2,599,070	2,740,150	141,080	5.4%
	800	0	25,890,226	44,292,230	44,702,879	410,649	0.9%
	Total	3,607,294	47,417,846	72,154,852	78,287,518	6,132,666	8.5%
	Positions	17	71	86	86	0	0.0%
All	100	11,000,865	22,331,890	25,131,257	26,463,660	1,332,403	5.3%
	200	26,200,267	59,126,992	73,740,180	78,664,940	4,924,760	6.7%
	300/400	443,026	4,145,525	11,079,567	12,338,501	1,258,934	11.4%
	800	0	25,890,226	44,292,230	44,702,879	410,649	0.9%
	Total	37,644,158	111,494,633	154,243,234	162,169,980	7,926,746	5.1%
	Positions	158	330	374	393	19	5.1%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** OIT oversees all major information and communications technology initiatives for the City. In this role, OIT is responsible for identifying the most effective approach for implementing new information technology throughout the City, improving the value of the City's technology assets and return on the City's technology investments, ensuring data security, planning for continuing operations in the event of disruption of IT or communications services, and supporting accountable, efficient, and effective government across City government.

**Performance Trends:** OIT uses the Gartner IT score to measure its effectiveness. The Gartner IT score evaluates a holistic set of interactive maturity assessments designed to help evaluate the maturity of both the IT organization as a provider of information technology services and the enterprise as a consumer of information technology. During FY14, OIT received a Gartner IT score of 3.1 out of 5.0. The goal for FY15 is to reach a score of 3.5 (every .5 increase takes at least 12-18 months to be realized) and the goal for FY16 is to reach a score of 4.0 and, ultimately, to reach a score of 5.0. A Gartner IT score of 3.0 indicates that City departments view OIT as critical to achieving performance goals; and 5.0 means that OIT and the City are full partners in transforming the City's business in innovative ways to increase efficiencies and services for citizens. OIT also measures the overall availability of Wide Area Network (WAN) and internet, website, platform and applications by the percent of time these networks the City relies on to conduct business are up and running. OIT currently only has the ability to collect information on WAN & Internet, which was available 99.6% of the time in FY14, and 99.9% of the time in during the second quarter of

FY15. OIT has a goal of addressing 90% of customer issues within the target service level for time to resolve, which varies significantly according to the severity of the issue (e.g. major incident that causes major service disruption, versus a desk phone not working). The volume of service requests has decreased year over year by 11%. The percent of customer issues resolved within the time determined by the service levels has decreased from FY13 to FY14 as well as during the first half of FY15 due to new system implementations throughout the City. When a new system is implemented, there is a stabilization period where bugs and other issues are resolved and this causes an increase in both the number of service requests and the time to resolve issues within the department. The percent of customers satisfied with services provided, however, was 93.8% as of the first half of FY15. OIT has eight major business application modernizations underway, eight of which are on track for delivery. "On Track" means that current project status reports indicate that there are no known critical issue(s) inhibiting the progress or completion of any of the projects in accordance with their estimated timelines.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Gartner IT Organization Maturity score	N/A	2.4	3.1	29.2%	N/A	N/A	N/A	3.5	4.0
Availability*	N/A	99.7%	99.6%	-0.1%	99.4%	99.9%	0.5%	99.9%	99.9%
Volume of Service Requests	N/A	29,644	33,188	12.0%	20,412	18,128	-11.2%	N/A	N/A
Percent of customer issues closed within service level for time to resolve	N/A	84.6%	72.9%	-13.8%	78.5%	70.9%	-9.6%	90.0%	90.0%
Percent of customers satisfied with services provided	N/A	93.8%	92.3%	-1.7%	93.2%	93.8%	0.6%	97.0%	97.0%
Number of modernization projects on track	N/A	8	8	0.0%	8	8	0.0%	8	8

\* Overall availability of WAN & Internet, Website, Platform and Applications. Current ability only allows OIT to measure availability of WAN & Internet and is computed as the average availability for TLS, T1s and Internet.

## Accomplishments & Initiatives

**Developing a Legacy of Innovation:** OIT has created an infrastructure of innovation within the City to foster creativity and help employees strategically manage public technology. Three coordinated initiatives - the Innovation Lab, an Innovation Academy, and the Innovation Fund - provide City

government with the place, the people, and the process through which to address urban challenges.

- **Academy for Municipal Innovation:** The Academy helps encourage and establish a culture of innovation in City government. In partnership with Philadelphia University, the Academy provides

City employees with training in the creative process and new methodologies for applying innovation to workplace challenges.

- **Innovation Lab:** Opened in August 2014, the Lab is a technology-enabled, flexible work space in the Municipal Services Building where City employees and external stakeholders can work collaboratively. The Lab offers wireless Internet access, multiple screens on lab walls and work tables, and the ability to project content from devices to screens throughout the lab. Since its launch, the Lab has hosted brainstorming sessions, youth programming and meetings of all sizes.
- **Mayor's Innovation Fund:** Inspired by a Bloomberg Philanthropies Challenge, the Mayor's Office of Grants and the Mayor's Fund for Philadelphia created a \$100,000 Mayor's Innovation Fund in 2014 to provide resources to support short-term public-private partnerships and projects to improve life in Philadelphia. An innovation working group led by OIT and the Mayor's Office of Grant's moved the process forward. As of early 2015, the Innovation Fund has granted \$70,000 to five different projects.

**Open Data Progress:** Since FY11, OIT has worked with 29 departments to publish over 150 open data sets for public use, including crime incidents, licenses, violations, property assessments, and lobbyist activity. Information can be accessed by visiting [www.opendata.philly.org](http://www.opendata.philly.org).

**Connecting Citizens to Government through Technology:** OIT has developed a cluster of new mobile-friendly applications that enhance access to heavily used City services and promote civic engagement. In September 2012, OIT launched Philly311 mobile application that allows users to report issues to City departments. In December 2012, the 311 Mobile App won the Big Vision Awards: Government and Politics from Philadelphia City Paper. In October 2013, the City released MyPhillyRising, an application which enables residents to connect to events, nearby resources, and neighbors in their

community from their mobile phone. Additionally, OIT designed and deployed a single, consolidated citywide mapping website where users ([www.phila.gov/map](http://www.phila.gov/map)) can view maps with data from City departments. Users can customize maps with geographical, business, public safety, infrastructure, recreation, and cultural data.

**Citywide and Departmental Applications:** Funding in the recommended FY16 Capital Budget of \$14.1 million will continue the City's investment to replace and modernize legacy applications and create new applications that improve business processes to increase operational efficiency and reduce costs/risks of older applications. This funding combined with previous fiscal year capital funds is all part of the \$120 million multiyear investment in the improvement of the City's technology. Additionally, OIT will receive an additional \$2 million in new funding in its Operating Budget in FY16 for a citywide five-year refresh cycle of computers.

**Modernizing Business Applications for City Departments:** In FY14 and FY15, OIT launched four priority business applications to modernize payment processing at the Department of Revenue, customer relationship management at Philly311, license and inspection processing and case management at the Department of Licenses and Inspections, and asset management for the Office of Fleet Management.

**Public Computing through KEYSPOt:** In collaboration with main partners from the Urban Affairs Coalition and Drexel University, and supported by the American Recovery and Reinvestment Act (\$62 million, beginning in 2010), OIT implemented and sustained the KEYSPOt program, a program for a neighborhood-based, citywide network of 80 public computing centers intended to provide public access to technology and the Internet. In September 2012, the City was among 13 recipients awarded the White House "Champion of Change" award for OIT's community-based work on KEYSPOt and PhillyRising programs. The KEYSPOt program will reach a milestone of one million visits by the end of 2015.

**Improving the City's Technology Infrastructure:** In 2013, OIT continued its program to stabilize, secure, and optimize the City's IT Infrastructure by upgrading network equipment and connectivity between buildings, upgrading security firewalls, implementing new storage platforms, increasing backup capabilities and consolidating server computing platforms into an enterprise virtualized environment. The benefits of these infrastructure improvement efforts resulted in a significant reduction in the risk of interruption in services supporting the City's applications. Increasing the virtualized server environment enabled reductions in the physical footprint (related space and environmental costs) as well as reducing the time required to stand up new servers from approximately eight weeks to fewer than two weeks. The network infrastructure provides the foundation for computing systems in the City. The recommended FY16 Capital Budget includes \$7 million of funding to leverage existing capital funds for OIT to continue its work in allowing for the stabilization of the network and continued expansion and implementation of current and future technologies. Projects include enterprise upgrades, unified network/communications, public safety infrastructure, security improvements, servers/storage/MS Exchange replacement and implementation, and infrastructure specifically for business applications.

**Message Switch system Upgrade:** This technology investment is a total of \$10.5 million in the recommended FY16 Capital Budget. Funds in the amount of \$5 million were budgeted in FY15 and the remaining \$5.5 million are recommended for FY16. This new message switch will improve the public safety information exchange between the City and the Commonwealth.



## OFFICE OF PROPERTY ASSESSMENT

**Mission:** The Office of Property Assessment 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.

**Budget Trends:** The Office of Property Assessment (OPA) was created in FY11 and has seen a significant increase in funding to prepare for, implement and maintain the Actual Value Initiative, the comprehensive change to the property tax system. In FY14, the General Fund budget for OPA was increased

by approximately \$1.7 million to cover the costs associated with outreach regarding Actual Value Initiative as well as First Level Review processing for assessment appeals. The FY16 Proposed Budget is slightly lower than the FY15 Current Estimate due to one time costs in FY15.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	N/A	9,313,967	10,364,758	10,424,420	59,662	0.6%
	200	N/A	1,142,853	2,774,390	2,078,126	(696,264)	-25.1%
	300/400	N/A	411,464	794,600	782,600	(12,000)	-1.5%
	Total	N/A	10,868,285	13,933,748	13,285,146	(648,602)	-4.7%
	Positions	N/A	179	217	217	0	0.0%

**Description of Major Services:** OPA conducts property assessments to determine the value of properties and certifies all assessments after their revision and equalization. OPA also offers property information through its property search application, allowing the public access to property valuation data in Philadelphia, and manages abatement and exemption programs that may reduce a property's Real Estate Tax bill. A Chief Assessment Officer, appointed by the Mayor and approved by City Council, directs the operation of the agency.

### Accomplishments & Initiatives

**Completing the Actual Value Initiative:** In FY13, the OPA completed the City's first complete, citywide reassessment of all 579,000 parcels in decades, known as the Actual Value Initiative, "AVI". As part of the reassessment, the property assessment formula was simplified by applying a 100% assessment ratio after decades of using fractional assessments. As a result of AVI, a system is now in place for property owners to receive assessments that are fair, accurate and understandable. Improvement in the quality of property assessments can be measured by the Coefficient of Dispersion (COD). COD measures the extent to which the relationship between the assessment and sale price (the assessment ratio) deviate from the median. In general, a decrease in the

deviation is considered an improvement in the COD. From FY13 to FY14, the COD for single family parcels improved from .275 to .139 (target was less than .15) – an improvement of 49.5%.

As part of the newly-implemented reassessment structure, a new step was added to the appeals process, known as the First Level Review (FLR). Prior to AVI, property owners only had the option of filing a formal appeal with the Board of Revision of Taxes (BRT). However the FLR allowed for an "informal" review if a property owner disagreed with their property assessment, decreasing the number of formal appeals filed with the BRT. Approximately 50,000 FLRs were filed for tax year 2014.

The AVI Hotline was established for property owners to reach trained customer service reps who could answer questions related to property assessments or the Homestead Exemption Tax Relief Program (discussed below). Language services were made available for non-English speaking property owners. Additionally, OPA's website was redesigned and offered detailed property information in various languages as well as translated materials and videos.

**Homestead Exemptions:** With the implementation of AVI came the creation of the Homestead Exemption, a tax relief program for homeowners in Philadelphia. OPA developed and executed a comprehensive citywide outreach program to inform homeowners about this program. Property owners who owned and occupied their property as their primary residence could receive a \$30,000 Homestead Exemption, which meant savings of up to \$402 in their Real Estate Tax bills. As a result of the outreach, a total of 215,552 properties were enrolled for Tax Year 2014 (the program's first year of implementation), which represented approximately 71% of eligible households in Philadelphia, based on Census information.

As a result of ongoing outreach during FY14 and the first part of FY15, a total of 215,552 properties have been enrolled in the Homestead Exemption. Based on recently-released Census data, approximately 71% of eligible households are enrolled in the program. The Homestead Exemptions map on the following page indicates percent of eligible residents with homestead exemptions by zip code. OPA will continue to encourage homeowners to enroll, particularly in those neighborhoods that have relatively low participation. Additionally, approximately 1,000 properties have had their Homestead Exemption removed as part of an audit of properties approved for the Homestead Exemption. This is expected to be an ongoing process during FY15 and beyond.

**Ongoing Citywide Reassessments:** OPA is committed to regular, ongoing citywide reassessments. During

FY15, OPA has identified areas of the city where residential properties may have been over or under valued, based on higher than acceptable coefficient of dispersion (CODs) or high/low mean ratios. OPA will be reassessing many of the properties in those Geographic Market Areas (GMAs) rather than completing a citywide reassessment as FY14 appeals are not yet complete. Notices will go out to a maximum of 130,000 residential parcel owners in April of 2015 for tax year 2016.

Additionally, OPA has identified approximately 7,000 statutorily exempt parcels for which the non-profit owner will need to certify continued eligibility for exemption. Notices to property owners seeking verification of tax exempt status under the IRS Code were mailed during FY15.

During FY15, OPA took the next steps toward acquiring a Computer Assisted Mass Appraisal (CAMA) system. Together with the Office of Property Data (OPD), OPA secured a planning vendor tasked with developing a needs assessment report. Through extensive research and meetings with OPA staff and other City agencies, the vendor developed a report that includes recommendations for process redesign and CAMA technology options. The results of the report will be inserted into an RFP for a CAMA system that will provide an automated and more efficient methodology for valuing properties. OPA expects the CAMA RFP to be issued at the end of the first quarter in 2015 and that the selected vendor receives a notice to proceed by December 2015.

## OFFICE OF THE DIRECTOR OF FINANCE

**Mission:** The Office of the Director of 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.

**Budget Trends:** The Office of the Director of Finance's budget includes the above mentioned functions as well as contains the budget for all employee benefits costs, which represent \$1.17 billion of the FY16 Proposed Budget, contributions to the School District of Philadelphia and the Community College of Philadelphia, indemnities, refunds, witness fees and the hero award. As a result of these components, the

total budget for the Office of the Director of Finance is projected to be \$1.33 billion in the FY16 Proposed Budget. The table below reflects the direct allocation to the Office of the Director of Finance for its operating expenses. The FY16 Proposed General Fund decrease is primarily driven by the summer jobs program budgeted for in the Department of Parks and Recreation.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	11,695,591	9,839,564	8,982,153	8,801,920	(180,233)	-2.0%
	200	7,803,627	5,104,907	5,455,961	4,370,961	(1,085,000)	-19.9%
	300/400	620,849	107,351	110,774	110,774	0	0.0%
	500	2,348,842	4,156,348	4,503,482	3,950,000	(553,482)	-12.3%
	800	572,000	0	0	0	0	0.0%
	Total	23,040,908	19,208,170	19,052,370	17,233,655	(1,818,715)	-9.5%
	Positions	191	170	179	175	(4)	-2.2%
Other*	100	703,780	0	75,000	75,000	0	0.0%
	200	4,468,831	2,673,504	4,146,000	4,146,000	0	0.0%
	500	0	118,498	0	0	0	0.0%
	800	573	0	0	0	0	0.0%
	Total	5,173,184	2,792,003	4,221,000	4,221,000	0	0.0%
	Positions	10	0	0	0	0	0.0%
All	100	12,399,370	9,839,564	9,057,153	8,876,920	(180,233)	-2.0%
	200	12,272,457	7,778,412	9,601,961	8,516,961	(1,085,000)	-11.3%
	300/400	620,849	107,351	110,774	110,774	0	0.0%
	500	2,348,842	4,274,846	4,503,482	3,950,000	(553,482)	-12.3%
	800	572,573	0	0	0	0	0.0%
	Total	28,214,092	22,000,173	23,273,370	21,454,655	(1,818,715)	-7.8%
	Positions	201	170	179	175	(4)	-2.2%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** The Office of the Director of Finance administers the City's payroll activities and risk management functions; adjudicates appeals on parking violations, city code violations, water/sewer charges, and interest and penalties on delinquent taxes; oversees expenditures and reports on all grants through the newly created Mayor's Office of Grants; and monitors the City's professional services contracting process to ensure an open, transparent and fair process. The Office of the Director of Finance includes the following units:

- The Accounting Bureau, which records the City's financial activity, maintains the centralized accounting system, prepares payroll, processes payments and issues financial reports.
- The Contracting Legislation Unit, which implements and monitors the City's compliance with the requirements of Chapter 17-1400 of the Philadelphia Code, the legislation governing non-competitively bid contracts with the City; and, provides technical assistance to City departments and those doing business with the City on these requirements and the non-competitive contract process as a whole.
- The Mayor's Office of Grants, which works to increase the City's capacity and capability to compete for federal, state and philanthropic sector grants and to manage grant dollars with integrity and transparency.
- The Office of Administrative Review, which has a code unit that registers burglary and robbery alarms and supports the Philadelphia code regarding false alarm violations, sanitation infractions, and other assorted city laws. Within the Office of Administrative Review, the Tax Review Board adjudicates taxpayer appeals from all City assessments or bills, with the exception of real estate tax assessments and tax principal.
- The Office of Budget and Program Evaluation, which performs budgetary functions for the City, including preparing and monitoring the annual operating and capital budgets for the City, providing periodic projections of the year end fund balance for the operating funds for the City, and preparing the City's five-year financial and strategic plan including financial and economic forecasts and assumptions.
- The Bureau of Administrative Adjudication, which provides administrative hearings for disputed parking tickets;
- The Risk Management Division, which attempts to reduce the financial impact of claims, lawsuits, and employee injuries to the City, to reduce the corresponding frequency and severity of these events through the application of professional risk management techniques, and to provide a safe environment.

**Performance Trends:** Finance currently tracks performance metrics for the Office of Administrative Review (OAR), the Contracting Services Unit, and Risk Management and is in the process of developing performance measures for the other units of Finance.

**OAR** has successfully improved operations relating to handling Code Violation Notices (CVNs) for alarm system registration fees, false alarm fines, and other city law violations. Notifications of code violations are now being mailed in 30 days, down from six months in FY11. The wait time for a scheduled hearing to appeal a CVN has been reduced from a high of three months (12 weeks) in FY08 to an average of six weeks in FY14. Wait time for a hearing rose during the first half of FY15 because of heavy CVN issuance during the last half of FY14. The current wait time in Q3 of FY15 is 4 weeks. Additionally, OAR's call center response time has decreased from a high of four minutes in FY12 to 2 minutes and 43 seconds in FY14 and 1 minute and 52 seconds for the first half of FY15. The wait time to schedule a hearing to appeal a red light camera violation decreased from six to three months between

FY13 and the first half of FY14. Wait times for red light camera violations varied during Q1 and Q2 in FY15 because of the Parking Authority's transition to a new vendor which required a complete shutdown of the hearing process for a 2.5 month period. The FY15 Q3-to-date wait time for a hearing is 3 weeks. OAR developed an online option to submit administrative review requests for code violation notices and false alarm violations. Additionally, customers can now make payments online through the City website and submit administrative review filings via email or mail (from an electronic download). The number of users continues to grow since the online option was developed in May 2014. During the first half of FY15, approximately 1,200 people used the electronic options out of the 23,000 total administrative review filings.

The **Contracting Legislation Unit** continues to focus on improving four key measures. The average number of vendors responding to professional services contract opportunities has remained relatively constant at 4 from FY08 through the FY13, but increased to 6 in

FY14, allowing City agencies more options when choosing a vendor. Contracting has worked with departments to improve the quality of Request for Proposals (RFP) submissions and encourage notification of vendors when a new opportunity is posted. In addition, Contracting has worked to help vendors understand the application process and disclosure requirements to reduce and remove common barriers to applying for an opportunity.

The average number of days to fully execute a contract from the time of RFP origination (typically a few days before the RFP release) has decreased significantly from 112 days in FY08 (and 112 days in the first half of FY14) to 102 days in the first half of FY15 for contracts drafted by departments (generally health and community services contracts) and decreased from 126 days in FY08 to 123 days in the first half of FY15 for contracts that are drafted by the Law Department. Finally, the percent of contracts that are fully executed by contract start (or renewal) date has increased from 2% in FY08 to 7.3% in FY14 and was 5.4% in the first half of FY15. This measure reflects the quality of planning as well as operational delays; and, the Unit has moved to modify the contracting workflow to further assist departments' planning and ability to mitigate operational delays. The contract start date is the initial date the contract was planned to start when the opportunity was uploaded into the contracting system. Delays in the public posting of the opportunity, the vendor selection process, and the contract approval and execution process can prevent work from beginning until well after the initial contract start date. The Unit is presently assisting with an electronic signature initiative that should shorten the contract approval and execution process. Further, the Unit continues to work on new tools to enable departments to better

track their contracts so departments can better plan for new contracts, amendments and renewals.

The **Office of Risk Management** continues its work on improving worker safety in City departments and driving down the associated costs. Total injuries increased by 7% (204 injuries) from FY13 to FY14. However, the incurred cost of injuries which occurred in the respective fiscal year has decreased by 15% from \$22.9 million in FY13 to \$19.5 million in FY14. This data shows that the severity of injuries has decreased, even though the number of injuries has experienced an increase. Since May 2011, Risk's Safety and Loss Prevention Unit conducted safety program audits for every department to identify and address risks to help reduce associated costs. Additionally, Risk's Employee Disability Unit has actively worked to reduce its pending open claim files by handling claims proactively. The number of pending claims has been reduced from approximately 4,000 in 2010 to 2,311 files in 2014, while the number of City employees has remained virtually unchanged. Risk decreased the number of lost-time injuries (the most severe and costly injury type) by more than 24% from 2,052 in FY08 to 1,556 in FY14 through safety program development, implementation, and training. In the last year, the estimate of the cost of all open claims has been reduced by about \$7.5 million.

Risk has also continued to reduce the number of pending claims for the past year by aggressively pursuing the settlement of claims by compromise and release. Risk increased the number of compromise and release settlements by 18% over FY13 therefore reducing the City's overall claim exposure. The time it takes to intake claims has increased from 1.3 weeks in FY13 to 1.9 weeks in FY14 and 2.5 weeks in FY15 due to recent staffing changes.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY15 Q1	FY15 Q2	FY15-FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
OAR – Time to mail first notification for CVNs (Months)	N/A	1	1	0.0%	1	1	0.0%	1	1
OAR - Wait time to schedule a hearing to appeal a CVN (weeks)	12	5	6	25.0%	8	6	40.0%	4	4
OAR - Call center response time (minutes: seconds)	N/A	1:56	2:43	40.5%	2:56	0:48	-22.8%	1:30	1:30
OAR - Wait time to schedule a red light camera hearing (months)	N/A	6	3	-54.2%	5	4	80.0%	1	1
Contracting - Average number of vendors responding to professional services contract opportunities	4	4	6	50.0%	4	4	-33.3%	7	8
Contracting – Number of days to fully execute a contract from RFP origination (for contracts drafted by Departments)	112	114	110	-3.3%	80	124	-8.5%	107	103
Contracting – Number of days to fully execute a contract from RFP origination (for contracts drafted by Law Dept)	126	128	137	7.2%	118	127	-7.9%	117	113
Contracting -Percent of contracts fully executed by contract start date	2.0%	3.4%	7.3%	116.0%	2.1%	8.8%	-34.5%	5.0%	10.0%
Risk Mgmt – Departments with formal safety and health goals	N/A	82.0%	89.3%	8.8%	80.0%	80.0%	-9.6%	80.0%	80.0%
Risk Mgmt – Number of employee injuries	N/A	2,908	3,112	7.0%	780	709	-2.1%	3,241	3,014
Risk Mgmt – Weeks to intake claims	N/A	1.3	1.9	0.5	2.5	2.5	35.1%	1.5	2.0

## Accomplishments & Initiatives

### Updating and Modernizing Systems and Processes -

**OnePhilly:** The Office of the Director of Finance in cooperation with the Office of Human Resources, the Office of Innovation and Technology, and agencies throughout City government, is currently in the first phase of a major initiative known as OnePhilly. This Administrative Systems Modernization Project will replace the City's major administrative systems with an integrated technology solution (Oracle eBusiness Suite) and implement effective and efficient administrative processes Citywide. Phase I will address the City's workforce management processes and systems, including human resources, payroll, time and attendance, benefits administration, and pensions administration. Phase I began in June 2014 and is expected to last approximately two and a half years.

**Implementing Program Based Budgeting and Roll-out of New Budget System:** In FY13, the Office of Budget and Program Evaluation (OBPE) conducted a program based budgeting pilot that identified the cost and

performance of programs within two departments, the Streets Department (Recycling and Trash programs) and the Managing Director's Office (311 and CLIP programs). All four programs included additional information on cost per service provided to residents as well as links to performance targets. Concurrently, OBPE conducted a pilot on return on investment (ROI) with several departments for a range of different types of capital projects. The goal is to include the ROI analysis as a factor when making decisions on where to allocate capital funds on future projects.

During FY15, the OBPE will roll out its new city-wide budgeting system, Advantage Budgeting. Advantage Budgeting is expected to streamline the budget process by creating a one-stop location for budget submissions and reporting. The software will be used as a management tool to monitor the budget and will allow departments to obtain real time information on their financial activity. Lessons learned from these two



pilots helped inform the structure of the new budgeting system which will enable the rollout of program based budgeting and ROI across city departments. Advantage Budgeting is expected to go live during the summer of 2015.

**Web Scheduling for Parking Tickets:** In order to provide for more convenient options for customers to appeal parking tickets, in April 2011, the Bureau of Administrative Adjudication (BAA) began the use of the web for scheduling in-person parking ticket hearings. Through December 2014, over 64,000 tickets (approximately 11% of all tickets) were scheduled through the web portal for in person hearings. In addition, the BAA provides an opportunity for users to submit information for parking ticket disputes online rather than attending a hearing in person; web submissions are often processed more quickly as there are no delays due to lack of appearance. Over 59,000 ticket disputes have been submitted through the web portal from December 2012 to December 2014, and over the same period, the percentage of those using the web-submission increased from 6.1% to 18.2% of all tickets.

**Providing Broader Web Access and Data:** In addition to the performance metrics described earlier, the Contracting Unit has made progress updating eContract Philly and increasing access to data. In FY14, through upgrades, the eContract Philly website is now compatible with all versions of the three major web browsers – Internet Explorer, Chrome and Safari – where previously, visitors were limited to using only version 5 or higher of Internet Explorer. These upgrades ease the process for vendors to respond to RFPs. Working with the Office of Innovation and Technology and the Integrity Office, starting in FY14, Contracting began releasing quarterly professional services contracting data to the public in CSV format which allows the public to more easily download and analyze the data. This release is in addition to the quarterly report releases required by Chapter 17-1400 of the Philadelphia Code.

**Increasing Efficiencies:** The Accounting Bureau has increased the use of Automated Clearing House (ACH) payments by foster parents who receive payments from the City. In May 2014, Accounting signed up 90% of foster parents and grandparents to ACH payment methods to reduce check printing and postage costs and stop-payment requests. Providers now receive money directly into their bank accounts. In March 2014, Accounting also ceased printing payroll registers (a detailed listing of each employee's pay and pre-tax deductions) to reduce costs and improve efficiency. Payroll registers for bi-weekly and special payrolls are now posted to the Finance Payroll SharePoint site for operating departments to review.

In addition to the performance metrics described earlier, in FY14, the OAR Tax Review Board began to transition to the electronic transmission of monthly dockets and hearing schedules to reduce the use of paper and inter-office deliveries. Tax Review Board formal opinions will also be made available to the public via the City's web site. In FY15, the Office of Administrative Review (OAR) is developing a process for electronic storage and retention of Tax Review Board files in order to reduce the amount of paper records filed and allow OAR to redeploy senior interns for more substantive work.

**Awards and Recognitions:** Accounting was awarded Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for 34<sup>th</sup> consecutive year in FY14. The GFOA also awarded the City of Philadelphia the Distinguished Budget Presentation Award for its annual budget for two consecutive years, for the fiscal years beginning July 1, 2013 (FY14) and July 1, 2014 (FY15). FY14 was the first year since 1988 that the City received this important award. The Budget Office plans to submit the City's annual budget documents for FY16 for consideration.

**Cost Saving Initiatives:** In FY13, the City hired FTI Consulting (FTI), a global business consulting firm, to get an outside perspective on improving the efficiency and effectiveness of revenue collection processes and



overhead costs. FTI's final report in February 2013 identified potential savings of up to \$85 million over five years through costs reduction and revenue collection improvements. The City has implemented several FTI recommendations to date, including changes to billing for certain fees, hedging fuel costs and implementing an energy efficiency incentive program. In FY14, the City collected an additional \$17 million in revenues from FTI recommendations for the EMS Transport Fee, the Commercial Trash Fee, and the Police Department's Reimbursable Overtime Program. In FY15, the City will achieve cost savings from implementing FTI recommendations for a fuel hedging program and energy conservation initiative.

**Controlling the Cost of Claims:** From FY08 to present, Risk Management has contributed approximately \$18.5 million dollars to the City's General Fund through its Property Damage Subrogation Program (\$4 million) and the Employee Disability Program (\$14.5 million) by recovering costs from insured losses and reimbursed property damage or unfounded work related injury claims. Medical and indemnity payments for the Employee Disability Program for FY15 are currently running over one million dollars less than this same time last year. In FY16, Risk will revisit the placing of video equipment in areas at the airport where there have been repetitive claims. Examples include the Bartrum Avenue employee parking lot where the airport has had numerous damage claims due to the electronic arm striking vehicles before they clear the entrance, certain escalators and moving sidewalks, revolving doors, and airside bus stops.

**Increasing Grant Funding:** Created in July 2012, the Mayor's Office of Grants supports City departments by working with them to improve coordination and collaboration, to evaluate the effectiveness of grant-funded projects, and to assist with grant writing when appropriate. Prior to the creation of the Grants Office, Mayor Nutter had established the Recovery Office within the Finance Department in 2009 which helped attract and effectively manage the \$350 million in stimulus funds awarded under the 2009 American Recovery and Reinvestment Act to the City and quasi-

agencies from 2010 to 2012. In total, the Grants Office has attracted almost \$50 million in highly competitive federal and philanthropic programs; highlights include:

- \$1 million Bloomberg Philanthropies Mayor's Challenge Prize
- \$3 million Bloomberg Philanthropies Financial Empowerment Centers
- \$30 million Choice Neighborhoods from U.S. Department of Housing and Urban Development and \$125 million in leveraged funds from private and public sectors
- \$1.7 million Community Based Violence Prevention "Ceasefire" from U.S. Department of Justice

**Leveraging Stimulus Funding:** The American Recovery and Reinvestment Act (Stimulus) funds created thousands of jobs in Philadelphia through new projects such as \$32 million in infrastructure improvements, including the new Schuylkill River Banks; \$39 million in nationally recognized energy efficiency projects; \$18 million connecting low income communities to technology through 80 KEYSPOC centers; \$58 million building affordable housing and eradicating blight in targeted neighborhoods; \$25 million improving the health of Philadelphians; and \$24.4 million in public safety initiatives including the hiring of 50 new Police Officers. The Recovery Office ensured the funds were expended on time; and that contracts were managed under the highest ethical standards, as evidenced by four clean Federal Inspector General Audits, two Government Accountability Office Reviews and ongoing audits by the City Controller's Office with no material findings.

**Promise Zone Designation:** The Grants Office, with the support of City agencies including the Office of Housing and Community Development and Mayor's Office of Community Empowerment & Opportunity, has led the City's place based strategy focusing federal and philanthropic funding on the revitalization and transformation of North Philadelphia's 22<sup>nd</sup> Police District and West Philadelphia's Promise Zone. Philadelphia is one of only two cities in the country that has been successful at receiving both a \$30

million Choice Neighborhoods (North Philadelphia) and a Promise Zone designation (West Philadelphia) place based grant from the federal government (described in more detail in the Mayor's Office of Community Empowerment & Opportunity chapter starting on page 107).

**Fiscal Stewardship:** OBPE has worked with City departments and outside agencies to maintain balanced annual and five year budgets and has carefully monitored all expenses and revenues to ensure positive cash flow. While governments around the country continue to face financial challenges since the recession, the City, through its five year planning process, has avoided one-time budget balancing actions and has made tough decisions necessary to bring stability to its finances. The City's strong budgeting practices were one factor leading to rating agency upgrades since FY08.

**Improving the Safety of Employees:** Risk Management has taken a variety of actions to provide preventive measures for employee bodily injuries, including a collaboration and data sharing with the Fire Department. In FY16, Risk will develop and conduct new driver education classes and new muscular-skeletal injury prevention classes available to all City employees.

## OFFICE OF THE INSPECTOR GENERAL

**Mission:** To enhance the public confidence in the integrity of the City government by rooting out corruption, fraud, misconduct, waste and mismanagement. The Office of the Inspector General's oversight extends to all departments, agencies, boards and commissions under the Mayor's jurisdiction.

**Budget Trends:** In FY08, when Mayor Nutter came into office, the Office of the Inspector General (OIG) was a single person within the Mayor's office. Reflecting Mayor Nutter's commitment to good government and ethics reform, the OIG function has seen a large

increase in resources and stature. The OIG was established as a separate office in FY10 with a budget of \$1.3 million funded entirely out of the General Fund. The FY16 funding includes funding for two new positions.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	N/A	1,215,490	1,363,222	1,470,611	107,389	7.9%
	200	N/A	182,183	192,975	192,975	0	0.0%
	300/400	N/A	3,046	5,225	5,225	0	0.0%
	Total	N/A	1,400,719	1,561,422	1,668,811	107,389	6.9%
	Positions	N/A	16	18	20	2	11.1%
Other*	200	N/A	8,000	4,884	0	(4,884)	-100.0%
	300/400	N/A	0	1,000	0	(1,000)	-100.0%
	Total	N/A	8,000	5,884	0	(5,884)	-100.0%
	Positions	N/A	0	0	0	0	0.0%
All	100	N/A	1,215,490	1,363,222	1,470,611	107,389	7.9%
	200	N/A	190,183	197,859	192,975	(4,884)	-2.5%
	300/400	N/A	3,046	6,225	5,225	(1,000)	-16.1%
	Total	N/A	1,408,719	1,567,306	1,668,811	101,505	6.5%
	Positions	N/A	16	18	20	2	11.1%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** The Office of the Inspector General investigates fraud, corruption and misconduct across all City departments in order to make City government more honest and efficient.

**Performance Trends:** OIG's performance trends show large swings from year to year due to the variability and complexity of OIG cases. In FY13, OIG's total savings and recovery from investigations and proactive initiatives was \$8.76 million. This is approximately six times its annual budget and a significant increase since FY08. The decrease in the Office's total savings and recovery from FY13 to FY14 is attributed to a stronger Integrity Office program that has led to departments addressing cases, especially related to terminations and suspensions, internally within their departments. The new initiative

allowed investigators to focus on more complex and long term cases, many of which take several years for financial fruition. Other performance measures for FY14 were largely consistent or exceeded the preceding year. OIG investigations in FY14 led to 35 terminations, the arrest and/or indictment of 13 people, and six pension disqualifications. The OIG also received 116 complaints from City employees, demonstrating that citizens are aware of, and comfortable reporting concerns to the OIG. The OIG's investigations have also increasingly focused on rooting out fraud and abuse in City contracts. Though

these cases tend to be more time and resource intensive than the OIG's traditional investigations, they send an important message that City funds must be protected and have led to large settlements with contractors who have violated City rules. In FY14, the new contract compliance unit retrieved \$4.5 million in

finances and restitution compared to \$2.5 million in FY13. Ultimately, the OIG hopes that in collaboration with other departments the City will continue to build a culture of integrity which will result in lower numbers of terminations and complaints in future years.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal*	FY16 Goal*
Savings and Recovery (\$ Million)	\$0.07	\$8.76	\$7.04	-19.6%	\$4.74	\$4.99	5.3%	N/A	N/A
Terminations	32	35	35	0.0%	18	10	-44.4%	N/A	N/A
Arrests & Indictments	2	10	13	30.0%	2	10	400.0%	N/A	N/A
Pension Disqualification	2	1	6	500.0%	1	6	500.0%	N/A	N/A
Complaints from City Employees**	N/A	96	116	20.8%	69	143	107.2%	N/A	N/A

\* The OIG cannot comment on FY15 and FY16 goals as part of its performance measures. Given the required objective nature of OIG investigations, it would be inappropriate for the OIG to state a goal for the number of complaints, arrests, terminations, or pension disqualifications it targets on a yearly basis.

\*\* The OIG did not track complaints from City employees in fiscal year 2008.

## Accomplishments & Initiatives

### Effective Investigations of Fraud and Misconduct:

Since 2008, the OIG has conducted over 1,200 investigations, and saved and recovered taxpayers more than \$49.7 million. These estimates include savings related to salary, benefits, and pension, but do not factor in the costs associated with replacing such employees (if the City does so). Since 2008, OIG investigations have resulted in the termination of 200 City employees who were proven to have violated the public trust. In circumstances where administrative misconduct rose beyond the criminal threshold, OIG investigations have been vital in securing criminal convictions for 61 individuals.

In October 2014, Mayor Nutter signed Executive Order 7-14 reauthorizing the OIG, recognizing the important role that the agency has played in rooting out fraud, corruption, and mismanagement in City government. This action better aligns OIG's legal mandate with the way the OIG's work has expanded over the years and enhances protection for whistleblowers to prevent retaliation and to ensure that employees feel comfortable reporting misconduct. The new Executive Order expressly authorizes many different types of investigations, which is consistent with the OIG's

practice. With that change comes an express acknowledgement of the different enforcement recommendations that the OIG can employ, ranging from employment discipline, to contract sanctions to criminal action if necessary. Also, the Executive Order re-structured the Integrity Officer Program to reflect the way it operates now.

Additionally, OIG, in conjunction with the Law Department and the Board of Pensions and Retirement, has transformed the pension disqualification program from an ad-hoc system to a proactive and well-coordinated effort to remove criminals from the pension rolls. In the past two years alone, over \$16 million in pension savings have been realized as a result of this joint effort.

### Increasing Investigation Efforts on City Funded Non-Profits:

During FY16, the OIG plans to enhance focus on increasing cases related to city-funded non-profits and non-profits receiving city tax incentives. Over the past two years, the OIG has seen an increase in case activity involving non-profit entities in Philadelphia. In 2014, an OIG investigation resulted in federal criminal charges against two former non-profit officers of SELF,

Inc. Additionally, OIG also worked with the Office of Property Assessment to monitor former 501(c)(3) organizations that have had tax-exempt status revoked by the IRS.

As a result of this new caseload, the OIG is working with the PA Attorney General's Office, the United States Attorney's Office, the Federal Bureau of Investigation and other agencies (including internal City offices like the Office of Property Assessment) to form a task force to monitor and investigate possible wrongdoing within City-funded non-profit entities.

**Officer Integrity Program:** Throughout 35 City departments, the OIG Integrity Officers work closely with investigators to ensure the highest ethical standards in City operations. In the past five years, the OIG focused on revitalizing the Integrity Officer program by providing trainings, regular meetings, and an annual swearing in ceremony. The OIG currently has 40 Integrity Officers. In 2013, the OIG enacted the Inspector General Integrity Award to recognize Integrity Officers who demonstrated a distinguished effort in promoting ethical government.

**Contract Oversight:** Over the past two years, OIG investigations into abuses of the City's minority participation contracting program, including circular billing arrangements and pass-through entities, have resulted in over \$6 million in settlement revenue and fines, the removal of wrongdoers from OEO's certified list of vendors, compliance agreements with contractors, as well as the City's first-ever contract or debarment hearing. In the past two years, OIG has removed one minority vendor from the OEO registry and suspended or debarred three companies (non minority vendor) from City business.

Additionally, the OIG releases policy recommendations to tackle the root cause of the problem and prevent fraud from the ground-up. As a result of these recommendations, two working groups were established to review prequalification requirements for City contractors and the City entered

into more than ten settlement agreements that recovered over \$200,000 in lost debt.

**City-wide Anti-Corruption Campaign:** In FY16, the OIG will begin a anti-corruption public education campaign to encourage community members to contact the OIG with concerns and complaints related to government corruption, fraud, abuse, and misconduct. OIG has created educational postcards and posters to distribute at community meetings and will partner with existing community organizations to spread the word about how citizens can report corruption. In the long-term, this initiative will help create a culture of integrity within City government.

**Partnership with the School District:** In January 2015, it was announced that the OIG will partner with the School District of Philadelphia to help strengthen the School District's Office of the Inspector General. The OIG plans to share best practices and resources, as well as potentially collaborate on investigations. The City will provide the services at no cost to the School District through the end of June 2015.

## PROCUREMENT DEPARTMENT

**Mission:** To obtain and dispose of quality goods, services, construction, and concessions in an open, timely, and cost-effective manner by a competitive, fair and socially responsible process in accordance with the law and the best interests of the City.

**Budget Trends:** The Procurement Department has seen a 3.8% decrease in General Fund appropriation from FY08 to the FY16 Current Projection. The FY16

Proposed budget for the Procurement Department includes funding for one additional new position.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	2,667,670	2,167,029	2,428,558	2,472,351	43,793	1.8%
	200	2,263,136	2,594,490	2,316,267	2,316,267	0	0.0%
	300/400	52,893	46,840	49,054	49,054	0	0.0%
	Total	4,983,699	4,808,360	4,793,879	4,837,672	43,793	0.9%
	Positions	58	47	50	51	1	2.0%
Other*	100	137,759	62,746	77,383	77,383	0	0.0%
	200	50,000	0	0	0	0	0.0%
	Total	187,759	62,746	77,383	77,383	0	0.0%
	Positions	3	2	2	2	0	0.0%
All	100	2,805,429	2,229,776	2,505,941	2,549,734	43,793	1.7%
	200	2,313,136	2,594,490	2,316,267	2,316,267	0	0.0%
	300/400	52,893	46,840	49,054	49,054	0	0.0%
	Total	5,171,458	4,871,106	4,871,262	4,915,055	43,793	0.9%
	Positions	61	49	52	53	1	1.9%

\* Other Funds includes: County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** The Procurement Department (Procurement) is the central purchasing and materials management agency for the City. As outlined by the City Charter, Section 6-500, Procurement is mandated to purchase or delegate the purchase of all commodities, construction and concessions—and when feasible—store and distribute all personal property procured with funds from the City Treasury. Procurement facilitates the purchase of goods for City use, but does not manage the monies to purchase the goods. For each contract, Procurement works in partnership with the using departments to ensure that the City has the contracts it needs to provide services to the public.

**Performance Trends:** The average number of days to process departmental Supplies, Services and Equipment (SSE) contracts improved significantly from FY13 to FY14 which is reflected in a reduction of an average of 11 days. During the first half of FY15 this measure has decreased by 1.3% compared to the same time period in FY14. For FY16, the goal is to further reduce the processing time to 90 days. The percentage of new Citywide SSE contracts that were in

place prior to the expiration of the previous contract has improved significantly from 62% in FY13 to 82% in FY14. Procurement is on target to exceed their FY15 goal of 65% as of the first half of FY15. The percent of SSE bids with single responses decreased slightly from FY13 to FY14 (1.9%) to 31.4% but has increased to 34.5% as of the second quarter of FY15. The average number of bids for SSE, however, has remained flat over the past several years, at an average of 3

responses per bid and the first quarter of FY15 had a low number of bids that were awarded. Procurement has revised the contract terms and conditions for SSE contracts in order to simplify the process for bidding. The percent of Public Works bids with single responses has increased significantly from FY13 to FY14. However, as of the first half of FY15, only 1.3% of bids had a single respondent, a 78.5% decrease from the same time period in FY14. The average number of days from initiation to award for a Public Works contract was 112 days in FY13 and has decreased by 2.7% to 109 days in FY14. Currently, Procurement is on target to meet its FY15 goal of 110 days on average from initiation to award for Public Works bids. Procurement's goal for FY16 is an average of 110 days from initiation to award for Public Works bids. The average number of responses per bid for Public Works contracts has remained flat over the past several

years, at an average of 5 bids with a goal to maintain this number in FY16. Since the end of FY10, Procurement has seen a staff turnover rate of almost 70%, much of it due to retirement. Despite the high rate of turnover, some performance metrics continue to improve while others remain constant. As Procurement works to develop the skills and experience of new staff and appropriately leverage the skill set of the existing staff those metrics that have not been met are expected to improve. Additionally, Procurement also expects to invest in a technology platform that should be implemented by the second quarter of FY16. It is anticipated that the combination of these two changes will increase the average number of bidders and overall competition as reported in the second and fourth performance metrics.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
SSE Contracts: Average number of days from requisition to award	N/A	124	113	-9.1%	117	115	-1.3%	90	90
SSE Contracts: Percentage of new Citywide contracts in place prior to contract expiration	N/A	62.0%	82.0%	32.3%	80.0%	86.5%	8.1%	65.0%	75.0%
SSE Contracts: Percentage of bids with single responses	N/A	32.0%	31.4%	-1.9%	27.5%	34.5%	25.5%	20.0%	20.0%
SSE Contracts: Average number of responses per bid	N/A	3	3	0.0%	3	2	-33.3%	4	4
Public works contracts: percent of bids with single responses	N/A	2.0%	4.7%	136.3%	6.1%	1.3%	-78.5%	0.0%	0.0%
Public works contracts: Average number of days from initiation to award	N/A	112	109	-2.7%	110	75	-31.5%	110	110
Public works contracts: Average number of response per bid	N/A	5	5	0.0%	5	5	0.0%	5	5

### Accomplishments & Initiatives

**Cooperative Purchasing:** In November 2010, a voter approved City of Philadelphia Home Rule Charter change allowed the City to expand its cooperative purchasing program. Cooperative Purchasing is a contract option that Procurement considers when developing bids or evaluating bid responses. The benefit to the City is that often these contracts reduce the cost of goods and services by aggregating the

purchasing power of public agencies statewide or nationwide. The contracts provide access to a broad line of competitively solicited contracts with national suppliers that have committed to providing their lowest overall public agency pricing. Following is a sample list of some of the cooperative purchasing entities the City has used: Commonwealth of PA, Department of General Services; U.S. Communities;



National Joint Powers Association (NJPA); Western States Contracting Alliance; Houston Galveston Area Council (HGAC) and National Cooperative Purchasing Alliance (NCPA). Procurement is currently working towards a review of all citywide contracting opportunities, to assess whether or not the use of cooperative contracts would be most effective to obtain quality goods and services, lower the overall cost to the City and create purchasing process efficiencies.

**Reverse Auction:** In FY14, Procurement implemented a pilot reverse auction project. A Reverse Auction is a type of auction in which the roles of buyer and seller are reversed. In an ordinary auction (also known as a forward auction), buyers compete to obtain a good or service by offering increasingly higher prices. In a reverse auction, the sellers compete to obtain business from the buyer (the City) by offering lower prices than their competitors. The overall price will typically decrease as the sellers lower their bids. Procurement awarded two one-year contracts to two separate firms to each conduct a Reverse Auction for two commodity purchases. To date, the reverse auction for Emergency HVAC Parts and Service projected estimated savings of 4.6%, and the reverse auction for Bituminous Materials projected estimated savings of 5.8%.

**Surplus Disposal:** In FY13, Procurement saw a 42% increase from FY12 in the revenue captured through its online surplus auction site, MuniBid.com (from \$284,321 in FY12 to \$405,707 in FY13). The online surplus auction site is utilized to dispose of obsolete or unserviceable surplus property. While FY14 revenues from online auctions decreased from FY13 by 16% (from \$402,707 in FY13 to \$337,638 in FY14), Procurement engaged in process restructuring efforts, which has led to an increase in revenues of 44% in the first two quarters of FY15 in comparison to the first two quarters of FY14 (from \$191,956 at the end of the second quarter of FY14 to \$277,223 at the end of the second quarter of FY15). Additionally, improved communication and collaboration with operating departments, as well as an overall increase in bidding

prices has led to a more robust city-wide effort to enable Procurement to continue to realize increased revenues beyond the current reporting period.

**Sustainable Initiatives:** In an effort to contribute to the Mayor's goal of being the most sustainable city in America, Procurement has transitioned Bid Announcements to email from U.S. mail, implemented fillable PDF forms, and, in 2012 in partnership with the Office of Innovation and Technology, employed a Citywide digital imaging system. This system allows City departments to access PDF copies of their own purchase orders. This technology tool also allows the departments to expedite their ordering process. Many departments also use the imaging system to digitally store contracts and maps. While these initiatives have led to a minimal savings in postage, they have also led to a higher level of customer service for both vendors and internal City clients. Additionally, Procurement sources all paper and toner needs for the City through contracts that provide 100% recycled products. Further, one third of citywide office supply purchases are made up of recycled products.

**Workforce Succession Planning:** Since calendar year 2008, Procurement has had a turnover rate in excess of 70%. Turnover is expected to continue into FY15 since several members of Procurement in critical positions are of retirement age or in DROP. In regards to succession planning, Procurement is actively working with the Office of Human Resources to ensure that active civil service lists are available, and to redevelop its organizational structure, including the possible development of new position specifications to align more closely with government procurement best practices. Importantly, Procurement has begun to document and widen the knowledge base of existing staff in order to foster a more seamless transition and improved staff professionalism.

Additionally, Procurement increased training and knowledge sharing during FY14 and FY15:

- Enabled 40% of Procurement staff to attend Best Practice trainings through the National Institute for Governmental Procurement;

- Eleven supervisors and staff have attended trainings available through the Office of Human Resources and the Managing Director's Office Center for Excellence. Those trainings included project management, ethics, management and Equal Employment Opportunity training;
- The entire department attended safety training; and
- Continued staff training opportunities in technology and procurement best practices provided internally and through outside agencies.

**Improved Procurement Process:** During FY14 and FY15 Procurement improved processes throughout all stages of the procurement life-cycle:

- Worked with the Law Department and the Department of Licenses and Inspections to update the Annual Master Demolition prequalification requirements allowing for a larger pool of vendors to more easily apply to the program.
- Revised and made more transparent the City-wide surplus asset process to more efficiently process surplus assets for transfer to other City agencies, public auction (a revenue generating function) or disposal.

**Emergency Purchasing Plan Development:**

Procurement is currently developing an Emergency Purchasing Plan to ensure that the City has the necessary contract requirements in place to ensure operating departments can respond to all levels of emergency with minimal disruption. The plan is expected to be complete by the third quarter of FY16.

**Electronic Procurement System:** Procurement plans to solicit a new comprehensive electronic procurement system to improve vendor management and communication, sourcing, solicitation management and electronic bidding. The cost of the system is estimated to be \$500,000 and will be substantially complete by the end of the second quarter of FY16.

## RECORDS DEPARTMENT

**Mission:** To ensure that municipal records are properly created, controlled and managed for use by City agencies and the public; to carry out the functions and the duties of the county recorder of deeds; and to provide access to public records.

**Budget Trends:** The Department of Records has seen a 36% decrease in General Fund appropriation from FY08 to the FY15 Current Projection as a result of

budget cuts necessitated by the Great Recession. The FY16 Proposed Budget shows a slight decrease due to bonuses paid in FY15.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	3,584,663	2,659,040	3,183,572	3,058,832	(124,740)	-3.9%
	200	3,698,195	1,536,066	1,538,779	1,618,779	80,000	5.2%
	300/400	349,628	143,302	143,758	143,758	0	0.0%
	500	1,455	1,456	1,456	1,456	0	0.0%
	Total	7,633,942	4,339,865	4,867,565	4,822,825	(44,740)	-0.9%
	Positions	70	55	63	63	0	0.0%

**Description of Major Services:** The Department of Records (Records) ensures that Philadelphia's municipal records are appropriately controlled and managed by producing Record Retention Schedules that identify records produced by City government as well as the retention timeframe for those records. In conjunction with this work, Records generates reports of items that are eligible for destruction and recommends preparer disposal methods. Agency records are stored and merged by Records in an off-site secure facility where the location of every item is tracked as it is stored, retrieved and re-filed. As part of its recordkeeping mission, Records also produces guidelines about current recordkeeping best practices including electronic records management, conversion from paper to e-records projects, and guidelines for contracting including for cloud computing. Training classes on these guidelines are also provided. Records sets records management standards and procedures for all City departments, boards, commissions, and agencies, and manages records operations and services such as the City Archives, the Records Storage Center, the Recorder of Deeds, and central reprographic services. Records also manages public access to municipal records through public service rooms and establishes and collects fees to cover the cost of providing copies of records. Additionally, as an agent for the Commonwealth and the City Revenue Department, Records also collects realty transfer taxes and document recording fees and, as the official City tax registry, maintains the City's real property database and tax maps.

**Performance Trends:** The percent of documents electronically filed during FY14 was 63.9%, a 5.3% increase from FY13. During the first half of FY15, 68.6% of documents have been electronically filed, an 8.6% increase over the same period in FY14. The percent of public records electronically filed (such as financial disclosures per calendar year), was 82.3% in FY14, a decrease of 5.0% from FY13. During the first half of FY15, 17.5% of public records have been electronically filed, a decrease of 82.5% over the same

period in FY14. Too few records have been filed in the first half of FY15 to provide a meaningful sample. The percent of documents recorded within 24 hours was 100% over the last year. The turnaround time in responding to requests for public records has remained steady at one day. Records has completed routine duplicating services within 1 to 3 days at least 98.9% of the time each year since FY13. The percent of time to complete duplicating services by 90% from FY13 to FY14 due to equipment improvements.

Performance Measure	FY08	FY13	FY14	FY14- FY13 Change	FY14 Q1-Q2	FY15 Q1-Q2	FY15- FY14 Q1-Q2 Change	FY15 Goal	FY16 Goal
Percent of documents electronically filed	31.1%	60.7%	63.9%	5.3%	63.2%	68.6%	8.6%	66.0%	68.0%
Percent of public records electronically filed (financial disclosures/calendar year)	46.7%	86.6%	82.3%	-5.0%	100.0%	17.5%	-82.5%	88.0%	90.0%
Percent of documents recorded within 24 hours	100.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%
Turnaround time in responding to requests for public records (in days)	1	1	1	0.0%	1	1	0.0%	1	1
Turnaround time in duplicating services routine and complex jobs in 1 to 3 days (percent of work)*	N/A	98.9%	99.9%	1.0%	99.8%	99.6%	-0.2%	100.0%	100.0%
Turnaround time in duplicating services routine and complex jobs in more than 3 days (percent of work)*	N/A	1.1%	0.1%	-90.9%	0.2%	0.0%	-100.0%	0.0%	0.0%

\* A simple job is a job that can be fed into the high speed copier and produced with minimal manual manipulation. A complex job is one that requires specialized binding or requires insertion of specialized tab separator sheets, lamination or a complex color ink.

### Accomplishments & Initiatives

**National Recognition:** Records was awarded the 2011 Award of Merit from the American Association for State and Local History Leadership in History Awards for its [PhillyHistory.org](http://PhillyHistory.org) Project. The winners of the award represent the best in the field and offer guidance for the future of state and local history preservation. PhillyHistory.org is an online database comprised of historic photographs and map collections. The website has an average of 13,500 new visitors per month and 8,000 registered users. Through a mobile application, users can even compare their current location to historic images. The website has garnered attention from history enthusiasts throughout the world.

**National History Day Philly!:** Records participates in this City-wide effort to develop research, writing and critical thinking skills among school-age students through history and contact with primary source material. The National History Day Philly! initiative conforms to the social science curriculum in schools. Teachers guide students in conducting research and in the use of original source material. For this reason, the students visit the City Archives and other historical institutions. After evaluating the different type of

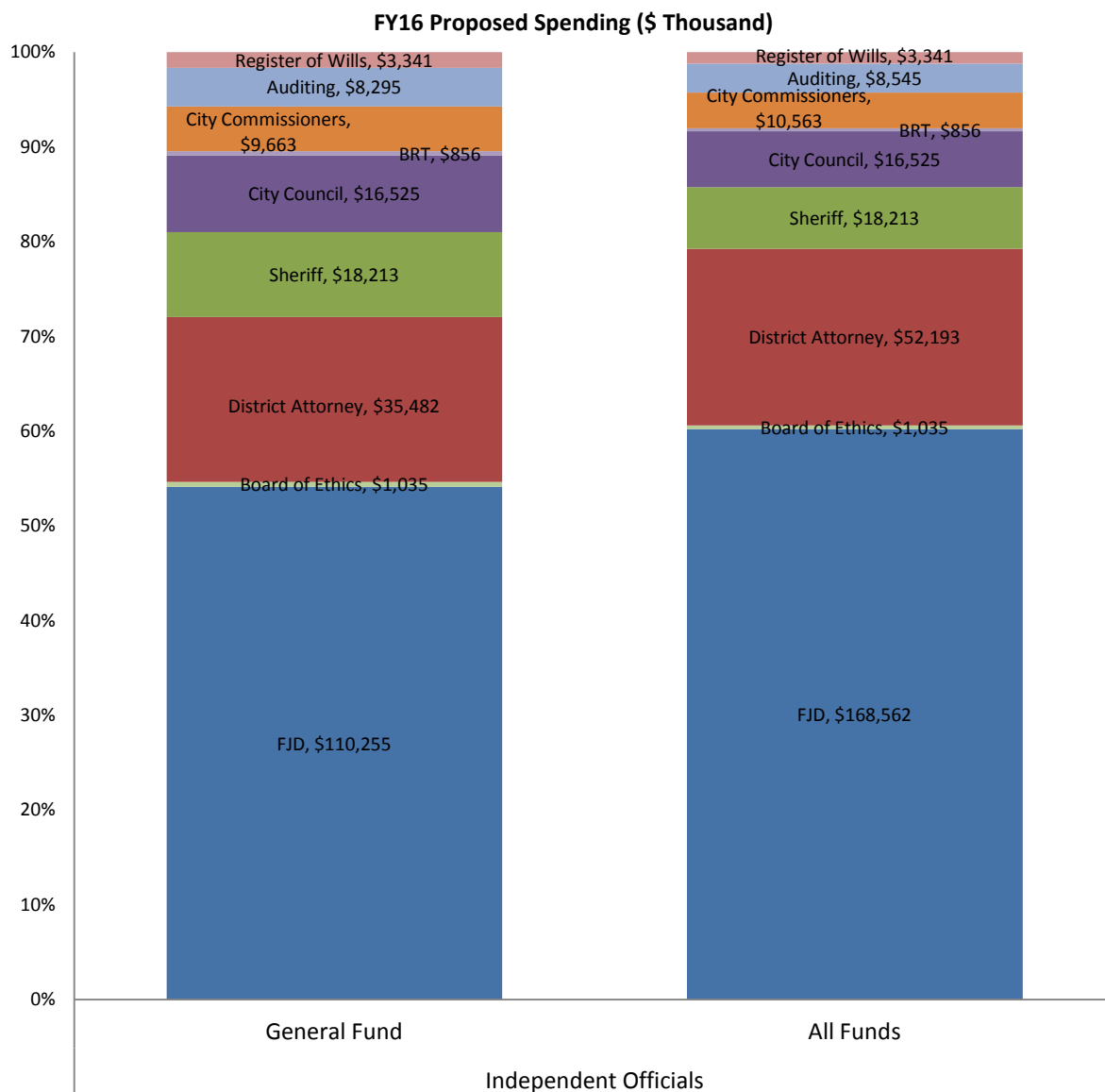
resources available, students select the type of primary source material they prefer - whether a research paper, documentary, website, performance or exhibit board. Current assessment data shows that students who participate in National History Day outperform all students across the curriculum. Outreach efforts during the past year have lead to a 23% increase in the number of students registering in Philly History Day from 318 in FY13 to 391 in FY14.

## INDEPENDENT & ELECTED OFFICIALS

Independent Agencies and Elected Officials in the City of Philadelphia are the City Controller, the Board of Ethics, the Board of Revision of Taxes, the Office of the City Commissioners, the City Council, the District Attorney, the First Judicial District, the Register of Wills, and the Sheriff's Office.

### Budget Trends: Operating Budget

Independent and Elected Officials comprise 5.1% (\$204 million) of the General Fund budget and 3.4% (\$280 million) of the City's total operating budget. The Independent and Elected agencies are the First Judicial District (60.2% of all total spending in this category), the District Attorney (18.7%), the Sheriff's Office (6.5%), City Council (5.9%), the City Commissioners (3.8%), The Controller (3.1%), the Register of Wills (1.2%), the Board of Ethics (<1%), and the Board of Revision of Taxes (<1%). As of the FY15 Current Projection, the funding for Independent and Elected Officials for all funds has increased by 1.9% and will increase by 5.2% in FY16 year over year.



Department	Fund	FY08 Actual	FY15 Current Projection	FY15-FY08 Change	FY16 Proposed Budget	FY16-FY15 Change
Auditing (Controller)	General	8,218,657	8,335,478	1.4%	8,295,335	-0.5%
	Other*	0	249,999	N/A	249,999	0.0%
	Total	8,218,657	8,585,477	4.5%	8,545,334	-0.5%
Board of Ethics	General	542,111	1,028,580	89.7%	1,034,511	0.6%
	Other*	0	0	0.0%	0	0.0%
	Total	542,111	1,028,580	89.7%	1,034,511	0.6%
Board of Revision of Taxes	General	8,359,921	1,015,860	-87.8%	855,554	-15.8%
	Other*	1,262,876	0	-100.0%	0	0.0%
	Total	9,622,797	1,015,860	-89.4%	855,554	-15.8%
City Commissioners	General	9,285,945	9,736,352	4.9%	9,663,243	-0.8%
	Other*	356,856	900,000	152.2%	900,000	0.0%
	Total	9,642,801	10,636,352	10.3%	10,563,243	-0.7%
City Council	General	14,578,421	16,656,700	14.3%	16,525,293	-0.8%
	Other*	0	0	0.0%	0	0.0%
	Total	14,578,421	16,656,700	14.3%	16,525,293	-0.8%
District Attorney	General	31,751,556	35,583,476	12.1%	35,482,214	-0.3%
	Other*	13,933,786	16,930,781	21.5%	16,710,342	-1.3%
	Total	45,685,342	52,514,257	14.9%	52,192,556	-0.6%
First Judicial District	General	120,016,366	109,459,727	-8.8%	110,255,300	0.7%
	Other*	34,045,527	44,123,248	29.6%	58,306,929	32.1%
	Total	154,061,893	153,582,975	-0.3%	168,562,229	9.8%
Register of Wills	General	3,522,395	3,339,606	-5.2%	3,340,862	0.0%
	Other*	0	0	0.0%	0	0.0%
	Total	3,522,395	3,339,606	-5.2%	3,340,862	0.0%
Sheriff's Office	General	15,218,436	18,566,779	22.0%	18,212,799	-1.9%
	Other*	0	0	0.0%	0	0.0%
	Total	15,218,436	18,566,779	22.0%	18,212,799	-1.9%
<b>Independent Officials</b>	<b>General</b>	<b>211,493,807</b>	<b>203,722,558</b>	<b>-3.7%</b>	<b>203,665,111</b>	<b>0.0%</b>
	<b>Other*</b>	<b>49,599,045</b>	<b>62,204,028</b>	<b>25.4%</b>	<b>76,167,270</b>	<b>22.4%</b>
	<b>Total</b>	<b>261,092,852</b>	<b>265,926,586</b>	<b>1.9%</b>	<b>279,832,381</b>	<b>5.2%</b>

\* Other Funds includes County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

## BOARD OF ETHICS

**Mission:** To strengthen public confidence in City government by administering and enforcing the City's public integrity laws. The Board's actions will ensure that all City officials, employees, candidates, political committees, and lobbying entities observe the highest standards of ethical behavior.

**Budget Trends:** The Board of Ethics has seen a 89.7% increase in General Fund appropriations from FY08 to the FY15 Current Projection, primarily due to the an

increase in Class 100. The FY16 Proposed Budget funds the Board of Ethics at the FY15 Current Projection levels.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	378,707	741,674	918,580	924,511	5,931	0.6%
	200	78,955	19,280	96,000	96,000	0	0.0%
	300/400	84,449	6,952	14,000	14,000	0	0.0%
	Total	542,111	767,906	1,028,580	1,034,511	5,931	0.6%
	Positions	6	9	12	12	0	0.0%

\* Other Funds includes County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** The Philadelphia Board of Ethics is an independent City agency that was established by a May 2006 amendment to the Philadelphia Home Rule Charter and has been in operation since November 2006. The five members of the Board are volunteers who are appointed by the Mayor and confirmed by City Council. The Board and its staff administer and enforce the City's Public Integrity Laws. These laws include Philadelphia Home Rule Charter and City Code provisions that pertain to ethical matters including conflicts of interest, representation and postemployment restrictions, gifts and gratuities, financial disclosure, interests in certain City contracts, campaign finance and contribution limits, prohibited political activities, and lobbying registration and reporting.

The Board provides advisory opinions and informal guidance and promulgates regulations to interpret the Public Integrity Laws, and offers trainings on how to comply with the laws within its jurisdiction. The Board also conducts investigations and enforces the laws over which it has jurisdiction. The Board makes recommendations to the Mayor and City Council for legislative changes to improve the administration and enforcement of the ethics laws and to strengthen and clarify the City's standards of conduct and ethics.



## BOARD OF REVISION OF TAXES

**Mission:** The Board of Revision of Taxes is charged with the function of hearing appeals on real property valuations and correcting errors and inequities in those values.

**Budget Trends:** The Board of Revisions of Taxes has experienced an \$8.6 million or 89% reduction in General Fund appropriations from FY08 to the FY15 Current Projection as resources for property

assessments were shifted to the newly created Office of Property Assessment in FY11. The FY16 Proposed Budget is \$160,306 below FY15 Current Projection.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	7,861,365	1,015,351	964,933	819,627	(145,306)	-15.1%
	200	284,955	23,466	35,200	20,200	(15,000)	-42.6%
	300/400	213,602	14,530	15,727	15,727	0	0.0%
	Total	8,359,921	1,053,347	1,015,860	855,554	(160,306)	-15.8%
	Positions	139	11	14	14	0	0.0%
Other*	200	1,262,876	0	0	0	0	0.0%
	Total	1,262,876	0	0	0	0	0.0%
	Positions	0	0	0	0	0	0.0%
All	100	7,861,365	1,015,351	964,933	819,627	(145,306)	-15.1%
	200	1,547,830	23,466	35,200	20,200	(15,000)	-42.6%
	300/400	213,602	14,530	15,727	15,727	0	0.0%
	Total	9,622,797	1,053,347	1,015,860	855,554	(160,306)	-15.8%
	Positions	139	11	14	14	0	0.0%

\* Other Funds includes County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** The Board of Revision of Taxes is an independent, seven-member board appointed by the Board of Judges of the Philadelphia Common Pleas Court. The Board is required to hear assessment appeals. The Board only determines the value for a property when there is an appeal. The Appeals Board hears and renders decisions for real property assessment appeals, nunc pro tunc petitions, and unique non-profit applications. The Board of View, an independent three member Board appointed by the Board of Judges, hears and renders decisions for condemnation (eminent domain) appeals.

## OFFICE OF THE CITY CONTROLLER

**Mission:** The job of the Office of the City Controller<sup>71</sup> is to perform traditional financial auditing duties in accord with Generally Accepted Government Auditing Standards, to audit disbursement requisitions before payment, and to conduct management audits and make recommendations.

**Budget Trends:** The Office of the City Controller's budget as of the FY15 Current Estimate is higher than FY08 levels. The total FY16 Proposed Budget maintains funding at the FY15 Current Projection levels.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	7,104,935	7,070,173	7,673,028	7,772,885	99,857	1.3%
	200	951,445	403,693	637,450	497,450	(140,000)	-22.0%
	300/400	162,276	(12,779)	25,000	25,000	0	0.0%
	Total	8,218,657	7,461,087	8,335,478	8,295,335	(40,143)	-0.5%
	Positions	121	111	126	126	0	0.0%
Other*	200	0	130,097	0	0	0	0.0%
	300/400	0	57,419	249,999	249,999	0	0.0%
	Total	0	187,516	249,999	249,999	0	0.0%
	Positions	0	0	0	0	0	0.0%
All	100	7,104,935	7,070,173	7,673,028	7,772,885	99,857	1.3%
	200	951,445	533,790	637,450	497,450	(140,000)	-22.0%
	300/400	162,276	44,640	274,999	274,999	0	0.0%
	Total	8,218,657	7,648,602	8,585,477	8,545,334	(40,143)	-0.5%
	Positions	121	111	126	126	0	0.0%
	Total	8,218,657	7,648,602	8,585,477	8,545,334	(40,143)	-0.5%

\* Other Funds includes County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** The City Controller is one of nine popularly elected offices in the executive branch of City of Philadelphia government and the term of office of the City Controller is four years, and is not subject to term limitation. The City Controller is independent of the Mayor and City Council, whose operations the City Controller audits. This independence is reinforced by legislatively mandated staggered terms, the election for City Controller and District Attorney falling midway between the elections for Mayor, the other six executive branch officeholders and the 17 members of City Council.

The Office of the Controller is composed of eight divisions: Pre-Audit (responsible for approving disbursement requisitions for payment from the City Treasury), Post-Audit (responsible to audit at least annually the affairs of every officer, department, board and commission receiving appropriations from City Council, the financial report of the City and School District of Philadelphia and to render an opinion on whether the financial statements are fairly presented in accordance with generally accepted accounting principles, Federal and state financial assistance received by the City and School District of Philadelphia and to render an opinion on whether the funds were spent in compliance with applicable laws and regulations), Special and Fraud Investigations (coordinates and undertakes all investigations in

<sup>71</sup> Under Article VI of the Home Rule Charter, the Controller's office is referred to as the Auditing Department.

response to tips and other information which may indicate fraud involving City contracts, alleged misconduct on the part of City employees, worker injury abuse, enforcement of the residency requirement, and conflicting employment issues), Administration, Financial and Policy Analysis (opines on the City's Five-Year Plan, publishes reports on the financial condition of the City, conducts policy analyses, and advises the Controller on crucial issues of the day), Pension Affairs (responsible for the Controller's activities with respect to the Municipal Pension Fund, Sinking Fund Commission, and PGW Retirement Reserve Fund), Information Technology (responsible for the planning, purchase and administration of the Office's computer hardware and software), and Legal Affairs.

## CITY COUNCIL

**Mission:** The 1951 Home Rule Charter established City Council serves as the legislative arm of Philadelphia municipal government, consisting of seventeen members. Ten Councilmembers are elected by district and seven from the city-at-large. Each is elected for a term of four years with no limitations as to the number of terms that may be served.

**Budget Trends:** City Council has experienced a 14.3% increase in General Fund allocations from FY08 to the FY15 Current Projection. The total FY16

Proposed Budget maintains FY15 Current Estimate funding levels.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	11,747,063	11,997,588	14,241,265	14,309,858	68,593	0.5%
	200	2,425,583	2,141,689	2,004,485	1,804,485	(200,000)	-10.0%
	300/400	405,775	279,401	410,650	410,650	0	0.0%
	500	0	0	100	100	0	0.0%
	800	0	0	100	100	0	0.0%
	900	0	0	100	100	0	0.0%
	Total	14,578,421	14,418,677	16,656,700	16,525,293	(131,407)	-0.8%
	Positions	192	169	195	195	0	0.0%

**Description of Major Services:** The 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 their review process, City Council may amend the proposed budgets, either during the budget process itself, or later by separate legislation. City Council is also responsible for confirming or making some appointments. The City Council also authorizes the issuance of bonds that the City and some of its related agencies may sell from time to time. The City Council determines its own rules of procedure, and its hearings and meetings are open to the public.

## DISTRICT ATTORNEY

**Mission:** The Philadelphia District Attorney's Office provides a voice for victims of crime and protects the community through zealous, ethical and effective investigations and prosecutions.

**Budget Trends:** The District Attorney has experienced a 14.9% increase in All Funds from FY08 to the FY15 Current Projection. The total FY16 Proposed Budget maintains the District Attorney at FY15 Current Estimate levels.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	29,774,477	30,244,298	32,802,968	32,490,021	(312,947)	-1.0%
	200	1,537,803	1,870,510	2,216,172	2,467,172	251,000	11.3%
	300/400	439,276	502,112	564,336	525,021	(39,315)	-7.0%
	Total	31,751,556	32,616,921	35,583,476	35,482,214	(101,262)	-0.3%
	Positions	437	464	463	464	1	0.2%
Other*	100	11,147,043	9,647,366	15,387,445	15,475,000	87,555	0.6%
	200	2,633,094	660,758	1,436,968	1,124,880	(312,088)	-21.7%
	300/400	153,649	103,489	106,368	110,462	4,094	3.8%
	Total	13,933,786	10,411,614	16,930,781	16,710,342	(220,439)	-1.3%
	Positions	109	84	126	126	0	0.0%
All	100	40,921,520	39,891,664	48,190,413	47,965,021	(225,392)	-0.5%
	200	4,170,898	2,531,269	3,653,140	3,592,052	(61,088)	-1.7%
	300/400	592,924	605,602	670,704	635,483	(35,221)	-5.3%
	Total	45,685,342	43,028,535	52,514,257	52,192,556	(321,701)	-0.6%
	Positions	546	548	589	590	1	0.2%

\* Other Funds includes County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** The Philadelphia District Attorney's Office serves the more than 1.5 million citizens of the City and County of Philadelphia, employing 600 lawyers, detectives and support staff. It is organized into six divisions: Executive/Administration, Trials, Investigations, Juvenile, Law, and Special Operations. The District Attorney's Office is responsible for the prosecution of over 75,000 criminal cases annually.

## FIRST JUDICIAL DISTRICT

**Mission:** To ensure fair, timely and accessible justice to citizens and litigants in the City and County of Philadelphia. The courts of the First Judicial District adjudicate cases according to their jurisdiction.

**Budget Trends:** During FY08-FY14, \$9 million in funding was transferred out of the First Judicial District's budget to the Office of the Managing

Director. The total FY16 Proposed Budget funds the First Judicial District at levels above the FY15 Current Projection (9.8%).

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	91,950,443	90,888,685	96,411,285	97,206,858	795,573	0.8%
	200	25,564,167	15,796,659	10,656,574	10,656,574	0	0.0%
	300/400	2,501,756	1,891,728	2,391,868	2,391,868	0	0.0%
	Total	120,016,366	108,577,073	109,459,727	110,255,300	795,573	0.7%
	Positions	1,970	1,866	1,885	1,885	0	0.0%
Other*	100	27,868,037	30,655,062	37,300,895	50,715,911	13,415,016	36.0%
	200	5,594,565	5,201,346	6,015,231	6,775,539	760,308	12.6%
	300/400	582,925	510,207	807,122	815,479	8,357	1.0%
	Total	34,045,527	36,366,615	44,123,248	58,306,929	14,183,681	32.1%
	Positions	439	465	504	504	0	0.0%
All	100	119,818,481	121,543,747	133,712,180	147,922,769	14,210,589	10.6%
	200	31,158,732	20,998,005	16,671,805	17,432,113	760,308	4.6%
	300/400	3,084,681	2,401,935	3,198,990	3,207,347	8,357	0.3%
	Total	154,061,893	144,943,687	153,582,975	168,562,229	14,979,254	9.8%
	Positions	2,409	2,331	2,389	2,389	0	0.0%

\* Other Funds includes County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** 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 operations of the FJD are controlled by the Administrative Governing Board (AGB) who initiates policy while overseeing the day-to-day management of the District. Additionally, the FJD seeks to provide resources that support and catalyze the District in offering quality, efficient services throughout our Courts.

## OFFICE OF THE CITY COMMISSIONERS

**Mission:** To conduct fair and accurate elections.

**Budget Trends:** The Office of the City Commissioners has experienced a 10.3% increase from FY08 to the FY15 Current Projection for All Funds, with a \$450,407 increase in General Fund appropriations and \$543,144

increase in Other Funds. The total FY16 Proposed Operating Budget maintains the Office of the City Commissioners at the FY15 Current Projection levels.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	5,656,970	4,822,174	5,703,965	5,624,276	(79,689)	-1.4%
	200	3,043,768	3,323,350	3,490,770	3,497,350	6,580	0.2%
	300/400	585,206	541,614	541,617	541,617	0	0.0%
	Total	9,285,945	8,687,137	9,736,352	9,663,243	(73,109)	-0.8%
	Positions	91	84	98	98	0	0.0%
Other*	100	214,633	38,523	100,000	100,000	0	0.0%
	200	114,000	18,592	600,000	600,000	0	0.0%
	300/400	11,262	1,755	200,000	200,000	0	0.0%
	800	16,961	0	0	0	0	0.0%
	Total	356,856	58,870	900,000	900,000	0	0.0%
	Positions	0	0	0	0	0	0.0%
All	100	5,871,604	4,860,696	5,803,965	5,724,276	(79,689)	-1.4%
	200	3,157,768	3,341,942	4,090,770	4,097,350	6,580	0.2%
	300/400	596,469	543,368	741,617	741,617	0	0.0%
	800	16,961	0	0	0	0	0.0%
	Total	9,642,801	8,746,007	10,636,352	10,563,243	(73,109)	-0.7%
	Positions	91	84	98	98	0	0.0%

\* Other Funds includes County Liquid Fuels Tax Fund, Special Gasoline Tax Fund, Healthchoices Behavioral Health Fund, Hotel Room Rental Tax Fund, Grants Revenue Fund, Community Development Fund, Car Rental Tax Fund, Housing Trust Fund, Water Fund, Water Residual Fund, Aviation Fund, and Acute Care Hospital Assessment Fund.

**Description of Major Services:** 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.



## REGISTER OF WILLS

**Mission:** To efficiently probate wills presented, grant Letters Testamentary and Letters of Administration, to properly maintain and preserve wills and records of administrations. To collect all probate fees due, and to collect inheritance taxes for the Commonwealth of Pennsylvania.

**Budget Trends:** The FY15 Current Projection for the Register of Wills is consistent with FY08 spending. The

total FY16 Proposed Budget maintains funding at FY15 Current Projection levels.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	3,418,493	3,183,909	3,230,910	3,232,166	1,256	0.0%
	200	69,869	43,084	75,486	75,486	0	0.0%
	300/400	34,033	62,570	33,210	33,210	0	0.0%
	Total	3,522,395	3,289,563	3,339,606	3,340,862	1,256	0.0%
	Positions	68	62	63	63	0	0.0%

**Description of Major Services:** The Register of Wills is an elected official. The Office of the Register of Wills is comprised of the Register of Wills Division, and the Clerk of Orphans' Court Division.

The Register of Wills Division is responsible for determining whether a document offered for probate should be received as the last will of the decedent. Where a will does not name an executor, the Register determines who is authorized to administer the estate of the deceased. The Register of Wills division handles the probating of estates in every capacity. All filings that are required by the Commonwealth are processed for all estates. All estates requiring legal hearings are ruled on by the Register of Wills. The Register of Wills maintains historic probate records that are housed off-site; these records may be requested for purposes such as living trusts, current estates, and genealogical research. The Register of Wills division also acts as an agent of the Commonwealth and collects and processes inheritance tax returns and payments.

The Clerk of Orphans' Court Division receives and processes all orphans' court filings and decrees. This division issues all marriage licenses for people getting married within Philadelphia. Historic marriage records are also maintained for legal and genealogical purposes.

## SHERIFF'S OFFICE

**Mission:** To serve and protect the lives, property, and rights of all those in the City and County of Philadelphia.

**Budget Trends:** The Sheriff's Office FY15 General Fund Current Projection is approximately 22% higher than FY08 funding levels. The total FY16 Proposed Budget reduces the Sheriff's Office by approximately 2%, primarily due to one time spending needs in FY15.

Fund	Class	FY08 Actual	FY14 Actual	FY15 Current Projection	FY16 Proposed Budget	FY16-FY15 Change	FY16-FY15 Percent Change
General	100	14,387,582	17,091,441	17,104,545	17,104,325	(220)	0.0%
	200	501,441	347,502	990,587	715,267	(275,320)	-27.8%
	300/400	329,413	483,740	471,647	393,207	(78,440)	-16.6%
	Total	15,218,436	17,922,683	18,566,779	18,212,799	(353,980)	-1.9%
	Positions	238	277	311	311	0	0.0%

**Description of Major Services:** The Sheriff's Office is responsible for providing safety to all that enter Philadelphia courtrooms, including, judges, juries, defendants, witnesses, courtroom personnel and the public. Each day the Sheriff's Office also transports up to five hundred prisoners to and from courts and area prisons. The Sheriff's Office is also responsible for managing all First Judicial Court ordered foreclosures of property - that includes mortgage and tax sales - in an ethical, honest, transparent and respectful manner while offering dignity to all involved in the procedure. The Sheriff's Office also carries out orders of the Court including protection from abuse, confiscation of property, and evictions.

## DEBT MANAGEMENT

In order to maintain its infrastructure, and to make certain strategic investments in public spaces, the City typically borrows money to fund significant improvements to roads, police buildings, recreation centers, libraries and health centers. These investments are crucial to ensuring the quality of life in the City. Over the course of the proposed Six-Year Capital Program, the City is budgeted to spend an annual average of \$138.6 million on core infrastructure, which is well below the over \$185 million that the City Planning Commission recommends based on a 1990 report.

Despite being able to invest substantially less than the recommended amount in its infrastructure, Philadelphia has a relatively high debt burden in part because a substantial portion of Philadelphia's outstanding debt was issued 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 amount of debt the City has is one of several important measures of fiscal health; higher debt levels constrain budgetary flexibility, contributing to the City's relatively weak credit quality. Weaker credit quality increases interest expense on the City's debt. If debt service costs increase, the City has fewer resources available to provide services and less flexibility to respond to unexpected financial and economic conditions. In FY16, the City is expected to spend \$246 million on debt service which is shown in the Sinking Fund Commission, representing roughly 6.4% of total General Fund expenditures. There are several debt issues budgeted for outside the Sinking Fund Commission for specific reasons including the pension obligation bonds issued in 1999 and budgeted for in the Pensions line item, debt issued in 2009 for a new Youth Study Center which is included in the Department of Human Services' budget, and a vehicle lease financing from 2011 budgeted for in the Office of Fleet Management. While not in the Sinking Fund Commission's budget, the Executive Director of the Sinking Fund manages payments on these debt issues to ensure all requirements are met.

**Credit Ratings:** The City now has "A" category ratings for its General Obligation debt from all three major rating agencies, A2 (Moody's)/ A+ (Standard & Poor's)/ A- (Fitch). In June 2013, Standard & Poor's Ratings Services ("S&P") raised the City's long-term and underlying rating on the City's General Obligation (GO) debt to A- with a stable outlook from BBB. This was the first time since 1979 that the City has been rated A- by S&P. Subsequently, in December 2013, S&P raised the City's GO rating again, to A+, with a stable outlook, the highest S&P rating which has been assigned to the City.

Bond Type	Standard & Poor's Corporation	Moody's Investor Service	Fitch Rating
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 because it permits the City to begin to access a broader base of institutional investors and to make the City's debt eligible to be sold directly to retail investors. This has materially lowered the City's interest costs and has enabled the City to refinance existing high-cost debt for savings, since some investors now view the City's securities as less risky than before. Despite these positive events, the City's ratings are relatively weak and rank the third lowest among the 20 largest cities. The top two factors adversely impacting the City's credit rating are the City's history of low fund balances and its low pension

funding level. The City's high poverty rate is another factor, however many cities with similar poverty factors have ratings in the double A category. Moody's noted in its April 4, 2014 report, that "the city's debt burden is substantial, and we expect the cost of debt service to continue pressuring the city's budget for the long term... The city's total debt burden is equal to 4.4% of the city's full value, above-average for similar large cities, although it is closer to average relative to operating revenues (debt is 1.2 times revenues) and on a per capita basis (\$2,864)." <sup>72</sup>

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

*General Obligation Debt:* The City can issue General Obligation debt, backed by the full faith, credit and taxing power of the City, 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, described in the How Philadelphia Budgets chapter, 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. However over time as the accurate property values are phased in, the city's debt ratios as a percent of full value will improve dramatically; demonstrating stronger debt capacity.

*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) or the Philadelphia Redevelopment Authority (PRA) to issue Service Agreement debt. Service Agreement debt is not subject to the constitutional debt limit.

*Tax and Revenue Anticipation Notes ("TRANS"):* Due to the City's low fund balances, the City cannot absorb the normal disparate timing of receipts and expenditures without resorting to 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

<sup>72</sup> Moody's Investors Service, *Rating Report for City of Philadelphia, PA, April 4, 2014*. Accessible from the City's Investor Website.

the General Fund – TRANs – in each fiscal year since FY72 (with a single exception). Each note issue was repaid when due prior to the end of the fiscal year of issuance. The City issued \$130 million of Tax and Revenue Anticipation Notes in November 2014, which are scheduled to mature at the end of the fiscal year in June 2015. These Notes are limited by Federal Tax Law, which requires that any yearly issuance be limited to the greater of the maximum monthly deficit or 5% of annual General Fund expenditures.

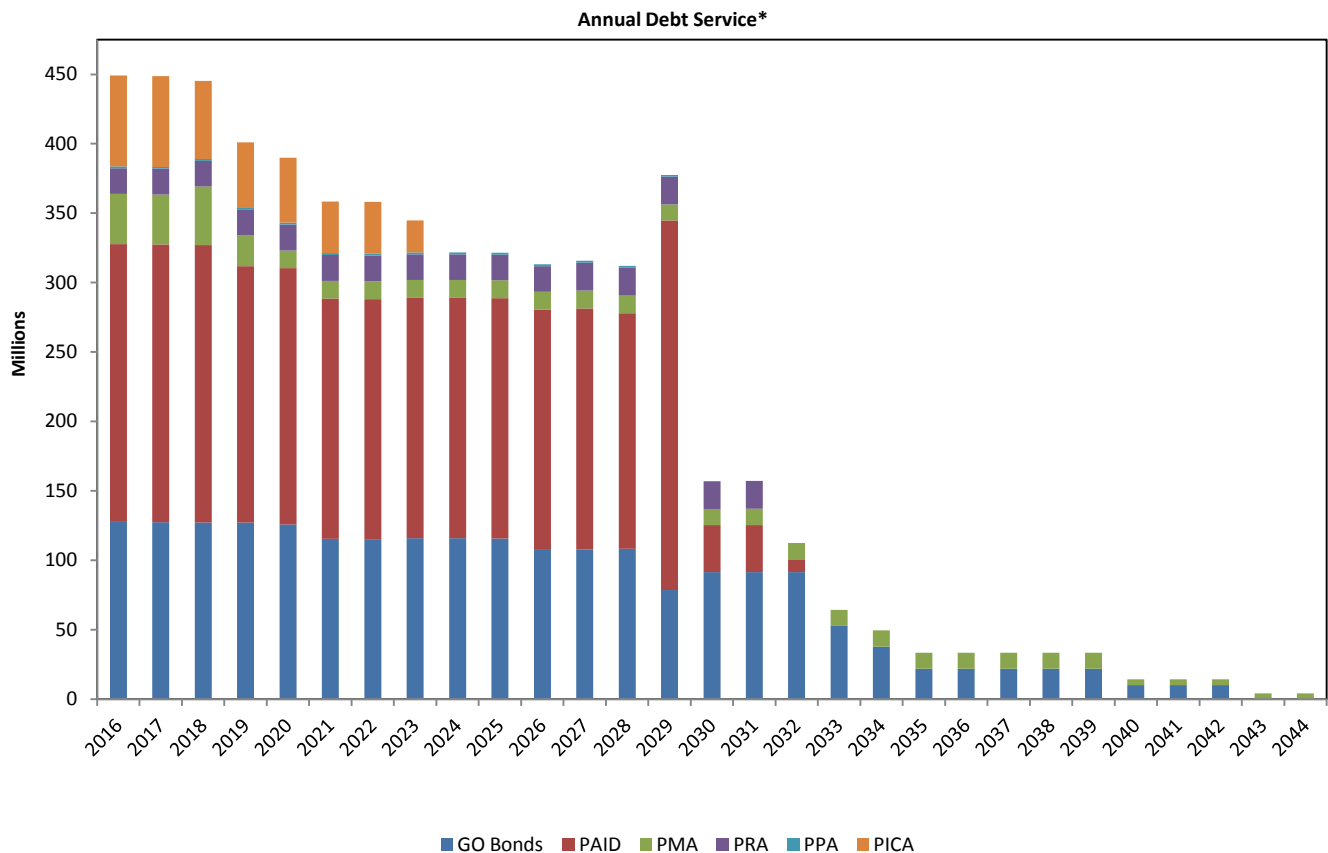
The need to borrow through an annual TRAN, to pay current operating costs due to low fund balances, is a major sign of credit weakness. The increase or decrease in TRAN size is a leading indicator of weakening or strengthening cash position. Over the course of the past four years, the City reduced the size of its annual cash flow borrowing from a high of \$350 million in FY09 when the recession first hit and revenues were well below forecast, to a low of \$100 million in FY13, up slightly to \$130 million in FY14. However, issuance of a TRAN may be costly if, as in the current interest rate environment, the City is not able to invest proceeds at a high enough level to offset interest costs associated with the TRAN.

*Revenue Bonds:* The City Treasurer also oversees the issuance of revenue bonds for the Water Department, the Aviation Department, and the Philadelphia Gas Works, which 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.

<b>Bonded Debt - City of Philadelphia and Component Units (June 30, 2014)</b> <b>(\$ Thousands)</b>	
<b>General Obligation and PICA Bonds</b>	
General Obligation (GO) Bonds	\$1,439,550
PA Intergovernmental Cooperation Authority (PICA)	363,640
Subtotal: GO and PICA bonds	1,803,190
<b>Other Long-Term Debt-Related Obligations<sup>1</sup></b>	
Philadelphia Municipal Authority (PMA)	
Municipal Services Building	6,986
Criminal Justice Center	85,050
Juvenile Justice Center	93,700
Public Safety Campus	65,155
Fleet Management Equipment Lease	16,863
Energy Conservation	11,965
Subtotal: PMA	279,719
<b>Philadelphia Authority for Industrial Development (PAID)</b>	
Pension Bonds	1,421,256
Stadiums	302,105
Library	7,185
Cultural and Commercial Corridor	112,050
One Parkway	39,260
Philadelphia School District	27,275
Subtotal: PAID	1,909,131
<b>Philadelphia Parking Authority (PPA)</b>	13,650
<b>Philadelphia Redevelopment Authority (PRA)</b>	212,465
Subtotal: PPA and PRA	226,115
<b>Revenue Bonds</b>	
Water Fund	1,851,445
Aviation Fund	1,256,265
Gas Works	1,058,920
Subtotal: Revenue bonds	4,166,630
<b>Grand Total</b>	<b>\$8,384,785</b>

The table above shows a summary of all long term debt outstanding (i.e. excluding short term debt). At 2014 fiscal year end the city had \$8.4 billion in long term debt outstanding, including \$1.4 billion in outstanding General Obligation Bonds, \$364 million in PICA bonds, \$2.4 billion in other long-term debt related obligations, and \$4.2 billion in Revenue bonds.<sup>73</sup> Of the total balance of City tax-supported General Obligation bonds issued and outstanding on July 30, 2014, approximately 23% is scheduled to mature within five fiscal years and approximately 48% is scheduled to mature within ten fiscal years. 93% is fixed rate debt and 7%, or \$100 million, is hedged variable rate debt, which means that interest rates could fluctuate over time. Approximately \$2.4 million over five years has been budgeted to account for interest rate and/or basis risk associated with this variable rate debt.

The 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 in the Sinking Fund Commission, as described above.



\* Annual debt service due each year includes principal and interest payments

<sup>73</sup> In Fiscal Year 1992 the PICA Act authorized the City to impose a tax for the sole and exclusive purposes of PICA. The PICA Act authorizes PICA to pledge the PICA Tax to secure its bonds and prohibits the Commonwealth and the City from repealing the PICA Tax or reducing its rate while any PICA bonds are outstanding. PICA has previously issued 11 series of bonds. The proceeds of the previous series of bonds issued by PICA were used (a) to make grants to the City to fund its General Fund deficits, to fund the costs of certain City capital projects, to provide other financial assistance to the City to enhance operational productivity, and to defease certain City General Obligation bonds, (b) to refund other PICA bonds and (c) to pay costs of issuance. PICA no longer has the authority to issue bonds for new money purposes, but may refund bonds previously issued that remain outstanding. As of the close of business on December 31, 2013, the principal amount of PICA bonds outstanding was \$409,280,000.

Year	GO Bonds	PAID	PMA	PRA	PPA	PICA	Total Principal and Interest Due
2016	\$127,554,857	\$200,096,142	\$36,150,804	\$18,489,190	\$1,339,375	\$65,615,600	\$449,245,968
2017	127,457,777	199,916,648	36,103,279	18,523,800	1,335,294	65,412,600	448,749,397
2018	127,245,214	199,727,537	42,260,279	18,527,050	1,334,675	56,095,100	445,189,854
2019	127,136,453	184,581,283	22,193,787	18,523,300	1,337,263	47,152,100	400,924,185
2020	125,661,016	184,755,782	12,790,037	18,526,800	1,337,800	46,944,100	390,015,535
2021	115,420,760	173,012,010	12,863,230	18,521,050	1,336,288	37,319,600	358,472,938
2022	115,074,360	173,036,851	12,870,274	18,525,300	1,337,725	37,179,750	358,024,260
2023	115,958,591	173,088,817	12,857,096	18,527,800	1,336,856	23,076,000	344,845,161
2024	115,782,910	173,148,316	12,863,573	18,527,300	1,333,681	0	321,655,780
2025	115,538,979	173,208,929	12,861,217	18,527,550	1,333,200	0	321,469,875
2026	108,059,732	172,436,969	12,861,472	18,528,500	1,333,863	0	313,220,535
2027	107,767,641	173,692,550	12,862,570	19,948,250	1,336,638	0	315,607,649
2028	108,162,268	169,654,015	12,863,393	19,946,750	1,336,263	0	311,962,689
2029	78,475,180	266,205,262	11,685,425	19,946,250	1,257,738	0	377,569,854
2030	91,317,168	33,910,394	11,684,781	19,949,750	0	0	156,862,093
2031	91,420,037	33,991,406	11,687,956	19,950,000	0	0	157,049,399
2032	91,495,237	9,230,918	11,689,956	0	0	0	112,416,110
2033	52,589,019	0	11,689,956	0	0	0	64,278,975
2034	37,803,744	0	11,686,656	0	0	0	49,490,400
2035	21,692,163	0	11,688,881	0	0	0	33,381,044
2036	21,692,125	0	11,686,431	0	0	0	33,378,556
2037	21,690,150	0	11,686,044	0	0	0	33,376,194
2038	21,687,925	0	11,685,888	0	0	0	33,373,813
2039	21,689,938	0	11,690,325	0	0	0	33,380,263
2040	10,018,900	0	4,075,638	0	0	0	14,094,538
2041	10,021,413	0	4,074,963	0	0	0	14,096,375
2042	10,020,413	0	4,073,338	0	0	0	14,093,750
2043	0	0	4,075,550	0	0	0	4,075,550
2044	0	0	4,076,175	0	0	0	4,076,175

**Impact of Debt on City Operations:** Debt service payments as a percentage of the budget have been relatively stable. In FY16, debt service costs for General Fund supported debt, including both General Obligation debt and lease debt (the Sinking Fund budget), are expected to be \$246 million, or roughly 6.86% of FY16 General Fund expenditures. The following chart shows the six year estimates for the Sinking Fund Commission, which represents debt service costs incurred by the General Fund.

Fiscal Year	Estimated Debt Service
2015	245,068,442
2016	245,945,126
2017	260,087,871
2018	278,635,043
2019	267,878,835
2020	259,116,167

The City also pays debt service on Pension Obligation Bonds, which is estimated to be \$134 million in FY16, up slightly from an estimated \$131 million in FY15. In combination, General Fund supported debt and debt service on the pension obligation bonds represents an estimated 9.1% of total expenditures in FY16, declining to 8.8% in FY20.



Other City operating funds also incur debt service. Appendix V shows debt repayment for the Water and Aviation Funds. In FY16, the Water and Aviation Funds have budgeted for debt service of \$227.1 million and \$123.5 million respectively.

Debt service is one of a number of fixed costs that limit the City's financial flexibility and constrain funding on programs and services.

## FUND BALANCE

---

One of the most important measures of the City's financial health is its fund balance. Having a healthy fund balance gives the City financial flexibility, makes it better able to meet its cash flow needs, mitigate current and future financial risks and ensure predictability of services. The City's fund balance has historically been well below levels recommended by government experts.

The remainder of this chapter is a description of how the City measures its fund balance, the Budget Stabilization Reserve policy enacted into law, efforts underway to establish fund balance targets that would complement that policy, and an account of recent fund balance trends and projections.

**Fund Balance Definition:** The City of Philadelphia maintains restricted and unrestricted fund balances for the General Fund as well as other governmental funds. Restricted fund balances represent amounts which have been reserved and committed to a specific obligation, and may not be used for any other purpose, whereas unrestricted balance represent funds which are not committed, and therefore are available for any lawful purpose. For the purposes of budgeting and budget publications, the City presents its fund balance on a budgetary, or legally enacted, basis. The fund balance on a budgetary or legally enacted basis differs from the fund balance on a GAAP basis because only half of business privilege taxes can be accounted for on a generally accepted accounting principles (GAAP) basis. This stems from the fact that business privilege taxes are collected in April for the calendar year, meaning that businesses must pay based on projected year-end taxes. Therefore, while all of the revenues from the tax are received during a fiscal year, only half of these revenues can be attributed to the fiscal year and so are accounted for on a GAAP basis in the audited financial results of that fiscal year. The other half of the revenues must be shown in the next fiscal year. On a budgetary basis, all of the revenues collected in April (i.e. a full year's worth) are shown in the fiscal year in which they are collected.

While not directly correlated with the amount of cash the City has, having a higher fund balance usually means that a City has more cash, which is a necessity in order to have sufficient resources to meet the normal monthly mis-match between revenues and expenditures. In addition, maintaining an adequate fund balance saves the City money by reducing the need for costly tax and revenue anticipation notes (TRANS, which are explained in more detail in the Debt Management chapter on page 277), and helping to maintain or improve the City's bond rating, which directly influences the City's interest expense on long-term debt. The Government Finance Officers Association (GFOA) recommends that governments maintain a fund balance of two months worth – approximately 17% - of budgeted expenditures or revenues, but that a level of unrestricted fund balance significantly lower than the recommended minimum may be appropriate for states and America's largest local governments.<sup>74</sup>

In April 2011, the City adopted an Amendment to the Home Rule Charter to establish a Budget Stabilization Reserve, to be maintained by the Director of Finance as a separate fund (not to be commingled with any other funds of the City). The Budget Stabilization Reserve Fund requires appropriations of 0.75% of taxes and locally generated non-tax revenue when the Projected General Fund Balance for the end of the fiscal year to which the operating budget relates to (the "upcoming fiscal year") equals or exceeds 3% of the General Fund appropriations for the upcoming fiscal year, provided that total appropriations to the Budget Stabilization Reserve do not exceed 5% of General Fund Appropriations. Since enactment of the Budget Stabilization Reserve, no funds have been deposited in the reserve. Five City budgets have been presented by the Mayor since 2011; no budget ordinance has included a provision to

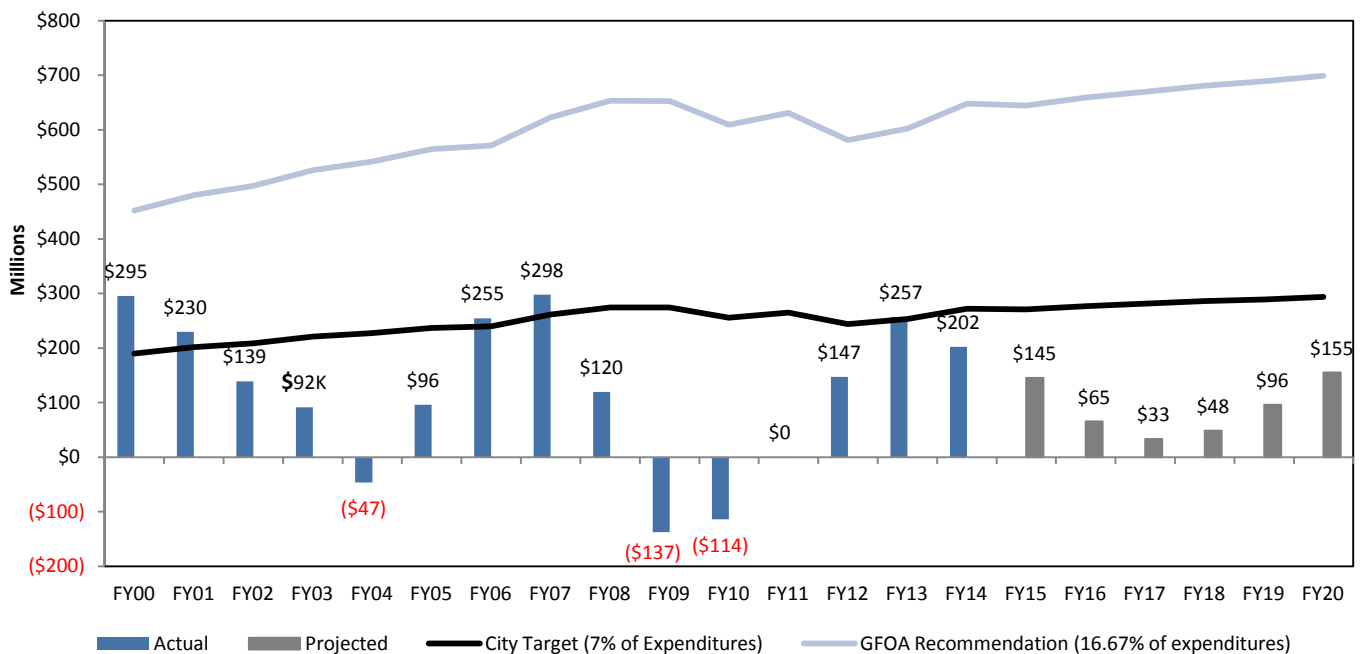
---

<sup>74</sup> Appropriate Level of Unrestricted Fund Balance in the General Fund (2002 and 2009) (BUDGET and CAAFR). GFOA (2009).

fund the Budget Stabilization Reserve because the applicable projected year ending General Fund balances did not exceed the 3% General Fund appropriation threshold. For the FY16 Proposed Budget, this would imply that these appropriations would need to be put into the reserve if the FY16 projected year end fund balance reached or exceeded roughly \$119 million. A deposit to the Budget Stabilization Reserve is included in FY20 in the Proposed FY16-FY20 Five Year Plan. In that year, the proposed fund balance level exceeds 3% of General Fund appropriations so a deposit of \$25.7 million is projected.

Recognizing the benefits of maintaining adequate fund balances, the City is in the process of developing of a set of targets related to its unreserved fund balance which would complement the Budget Stabilization Reserve policy. These targets relate to (a) a minimum amount of operating cash (defined as the cash on hand in the City's accounts, excluding bond proceeds, TRAN proceeds, and capital grants) the City should maintain in its consolidated cash account; (b) a maximum size of the tax and revenue anticipation note the City would like to utilize for liquidity purposes each year; (c) a minimum combined fund balance for the General Fund and the Grants Fund on both a legally enacted basis and a GAAP basis. Although these targets are still being refined, the City anticipates that they might yield an aggregate target of having the General Fund Balance and the Budget Stabilization Reserve in combination represent roughly 6-8% of expenditures on a budgetary basis. The FY16-FY20 Five-Year Plan features a "target" fund balance for each year, and the projected "gap" between the fund balance and the target. The following chart shows the actual and projected General Fund balances between FY00 and FY20 and how they compare to this preliminary City target and GFOA recommendation.

**General Fund Unreserved Fund Balance, FY00 - FY20 (budgetary basis)**



**Fund Balance Trends:** The General Fund started FY15 with an unreserved fund balance on a budgetary basis of \$202.1 million and is projected to end FY15 with a fund balance of \$145.1 million. As shown in the chart above, FY14 was the first year since FY10 that the City was unable to increase its fund balance, primarily due to the cost of settling labor agreements with City unions as noted in the Labor Chapter on page 41.

As shown in the chart above, the year-end fund balance for FY16 is projected to be \$65 million, decrease to a low of \$33 million in FY17 and increase to \$155 million by FY20. These trends are the result of the combination of factors described in more detail in the Revenues and Expenditures chapters on pages 21 and respectively.

# 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 over runs, as well as other fiscal and project information.

### Operating Budget

Submitted on an annual basis, the Operating Budget is comprised of a consolidated budget of all the operating obligations and expected revenues of the City. The Home Rule Charter requires the Operating Budget to be adopted by City Council at least thirty days before the end of the fiscal year. The City's fiscal year begins July 1<sup>st</sup> and ends on June 30<sup>th</sup> of the following calendar year.

The operating funds of the City, consisting of the General Fund, nine Special Revenue Funds (County Liquid Fuels Tax, Special Gasoline Tax, Health Choices Behavioral Health, Hotel Room Rental Tax, Grants Revenue, Community Development, Car Rental Tax, Acute Care Hospital Assessment and Housing Trust Funds) and two Enterprise Funds (Water and Aviation) which make payments into 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 (Class 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 which 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	
<b>Class 100</b>	Personal Services
<b>Class 200</b>	Purchase of Services
<b>Class 300</b>	Materials & Supplies
<b>Class 400</b>	Equipment
<b>Class 500</b>	Contributions, Indemnities, Taxes
<b>Class 700</b>	Debt Service
<b>Class 800</b>	Payments to Other Funds
<b>Class 900</b>	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 which 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

Submitted on an annual basis, the capital budget and program is comprised of a consolidated budget of all the expected capital expenditures of the City, and a six-year forward looking plan for capital expenditures. 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.

The capital funds of the City consist of General Obligations bonds, self-sustaining revenue bonds, funding from other sources including Federal and State government, and private sources. These funds are appropriated for each City department with capital improvements by project through the major class real property (Class 600). The Capital Budget serves as the one year guide for capital expenditures. Transfers of appropriations between projects must be approved by City Council, but 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 lapsed. 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.

Expenditure Class	
Class 600	Real Property

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 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. The capital program is reviewed by the Mayor and transmitted to City Council for deliberation and adoption.



### 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 a capital budget for the ensuing fiscal year and a capital program for the next six years. The operating budget and capital budget bills must be signed into law by the Mayor like any other ordinance, although the Charter does authorize a line item veto for budget bills.

A sample timeline is shown below:

Month	Stage	Description of Tasks	Parties Involved
<b>November 17</b>	Normal Operations	First Quarterly Budget Report due to PICA.	OBPE, PICA
<b>November 19</b>	Budget Call	Send out exogenous memos requesting five year projections for fixed costs (SEPTA, Utilities, Disposal, Space Rental, Debt Service, Pensions).	OBPE, City Departments
<b>November – December</b>	Budget Call	Internal deliberations on revenue options and budget levels for departments to establish preliminary levels for FY16-FY20 budget call.	OBPE
<b>December 10</b>	Budget Call	Fixed cost estimates due.	OBPE, City Departments
<b>January 3</b>	Budget Call	Initial proposed budget levels sent out to departments as well as excel forms for departments to request additional funding.	OBPE, City Departments
<b>January 12</b>	Normal Operations	Second Quarterly Budget Update due.	OBPE, Departments
<b>January 20</b>	Budget Call	Preliminary budgets due.	City Departments
<b>January 21 – 23</b>	Budget Meetings	Preliminary budgets reviewed.	OBPE
<b>January 28 – February 13</b>	Budget Meetings	Meetings with departments on preliminary budgets and second Quarterly Budget updates.	OBPE, City Departments
<b>February 3 – 7</b>	Budget Discussions	Internal deliberations on results from departmental meetings. Recommendations for Mayor prepared.	OBPE
<b>February 17</b>	Normal Operations	Second Quarterly City Manager's Report due to PICA.	OBPE, PICA
<b>Late February</b>	Budget Discussions	Meetings with Mayor/Chief of Staff to review recommendations and make final decisions on Mayor's proposed operating budget.	OBPE
<b>March 5</b>	Budget Address & 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
<b>Late March – May</b>	Council Hearings	City Council hearings on the Five Year Plan and Operating Budget.	OBPE, City Departments
<b>April 10</b>	Normal Operations	Third Quarterly Budget Update due.	OBPE, Departments
<b>May 15</b>	Normal Operations	Third Quarterly Report due to PICA.	OBPE, PICA
<b>May - June</b>	Council Hearings	City Council holds 2 readings, and passes the budget.	OBPE, City Council
<b>June</b>	Budget Signed into Law	Mayor reviews and acts on bills.	Mayor

A sample timeline for the capital budget is shown in the following chart:

Month	Stage	Description of Tasks	Parties Involved
<b>October 9 – November 3</b>	Budget Call	OBPE and CPC send Budget Call Memo to all Departments for new FY Budget. Memo includes guidelines and instructions on how to submit Department budget requests. Departments submit request information. OBPE meets internally to discuss Department requests relative to carry-forward amounts.	OBPE, CPC, City Departments
<b>November 17 - December 12</b>	Budget Meetings	Capital budget meetings with departments. Departments present project requests for a six-year program to the OBPE, CPC, and other interested stakeholders.	OBPE, CPC, City Departments
<b>December 15 - December 26</b>	Budget formulation	OBPE compiles information into a consolidated budget.	OBPE
<b>January</b>	Budget Discussions	OBPE, CPC, and the Department of Public Property meet to discuss requests. OBPE compiles the carry-forward Budget Requests to be included in the new Budget.	OBPE, CPC, City Departments
<b>January – February</b>	Budget formulation	Revisions to the budget are made to balance the budget and program.	OBPE
<b>Week of February 9</b>	Budget formulation	Recommendations for the Mayor are prepared.	OBPE, CPC
<b>February 16 – 23</b>	Budget formulation	Meetings with Mayor / Chief of Staff to review draft recommended capital program and budget.	OBPE, Mayor's Office, CPC
<b>Week of February 17</b>	Budget formulation	Prepare recommended capital program and budget.	OBPE, CPC
<b>Week of March 3</b>	Budget Delivery	Prepare Recommended Capital Program and Budget ordinances. Transmit Ordinances to Mayor and City Council.	OBPE, CPC
<b>March 5</b>	Budget Address	Mayor's Budget Address. Recommendations are given to the City Council.	City Council, OBPE, CPC
<b>March</b>	Council Hearings	City Council holds hearings in regard to the budget. Budget Office, City Planning and Departments respond to City Council's inquiries.	City Council, OBPE, CPC
<b>April – June</b>	Budget adjustments (if necessary)	Make changes to recommended Capital Budget and Program. Prepare and transmit final ordinance amendments to Mayor and City Council.	City Council, OBPE, CPC
<b>May – June</b>	Normal Capital Operations	City Council holds 2 readings, and passes the budget.	City Council, OBPE, CPC
<b>July</b>	Normal Capital Operations	Prepare, produce, and distribute Final Capital Program document.	OBPE, City Departments

## BASIS OF BUDGETING AND FINANCIAL POLICIES

---

**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. The 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, 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 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 midyear (e.g. April 2015) 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 (FY15), on a GAAP basis only half of the revenue can be accounted for in that fiscal year (FY15). The other half of the tax revenue would need to be accounted for in the next fiscal year (FY16). As a result, differences can arise between fund balance estimates on a GAAP basis versus a budgetary basis as a result of the timing of receipts.

**Relationship and Reporting to PICA:** The Pennsylvania Intergovernmental Cooperation Authority was created on June 5, 1991 by the PICA Act for Cities of the First Class (the "PICA Act").<sup>75</sup> The Governor of Pennsylvania, the President pro tempore of the Pennsylvania Senate, the Minority Leader of the Pennsylvania Senate, the Speaker of the Pennsylvania House of Representatives and the Minority Leader of the Pennsylvania House of Representatives each appoints one voting member of PICA's board. The Secretary of the Budget of the Commonwealth and the Director of Finance of the City serve as ex officio members of PICA's board with no voting rights.

The PICA Act provides that, upon request by the City to PICA for financial assistance and for so long as any bonds issued by PICA remain outstanding, PICA shall have certain financial and oversight functions. The PICA Act requires the City to annually develop a five-year financial plan and obtain PICA's approval of it. PICA has the power, in its oversight capacity, to exercise certain advisory and review procedures with respect to the City's financial affairs, including the power to review and approve five-year financial plans prepared at least annually by the City, and to certify non-compliance by the City with the then-existing five-year plan adopted by the City pursuant to the PICA Act.

PICA is also required to certify non-compliance if, among other things, no approved five-year plan is in place or the City has failed to file mandatory revisions to an approved five-year plan. The PICA Act requires the City to prepare and submit quarterly reports to PICA so that PICA may determine whether the City is in compliance with the then-current Five-Year Plan. Under the PICA Act, a "variance" is deemed to have occurred as of the end of a reporting period if (i) a net adverse change in the fund balance of a covered fund of more than 1% of the revenues budgeted for such fund for that fiscal year is reasonably projected to occur, or (ii) the actual net cash flows of the City for a covered fund are reasonably projected to be less than 95% of the net cash flows of the City for such covered fund for that fiscal year originally forecasted at the time of adoption of the budget. The Mayor is required to provide a report to PICA that describes actual or current estimates of revenues, expenditures, and cash flows by covered funds compared to budgeted revenues, expenditures, and cash flows by covered funds for each month in the previous quarter and for the year-to-date period from the beginning of the then-current fiscal year of the City to the last day of the fiscal quarter or month, as the case may be, just ended. Each such report is required to explain any variance existing as of such last day.

PICA may not take any action with respect to the City for variances if the City (i) provides a written explanation of the variance that PICA deems reasonable; (ii) proposes remedial action that PICA believes will restore overall compliance

---

<sup>75</sup> Philadelphia is the only city of the first class in the Commonwealth.

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 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.

*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, debt should only be issued for capital projects that are authorized in the Capital Program.
- The life of debt should not exceed the projected average life of the asset with a maximum of 30 years.
- Principal should generally be amortized to achieve approximately level debt service; however, principal repayment can be structured to result in more rapid amortization (front-loaded debt service).
- For tax supported debt, principal amortization should generally be structured to reach a target of 50% of all outstanding principal scheduled to be repaid within 10 years. Consideration for a longer scheduled principal repayment percentage should be given if asset life is significantly longer than 30 years.
- Long-term debt obligations should generally be callable in no later than 10 years to allow flexibility to refund bonds if interest rates decline.
- Debt should generally be limited to serial and term maturities but can be sold in the form of capital appreciation bonds (CABs) or other forms if market conditions warrant.
- Any premium above par received from the sale of bonds should be used to pay the costs of issuance or be deposited into the Sinking Fund Account for payment of debt service.

- The City will aim to fund a portion of routine capital projects in each year's capital program with pay-as-you-go financing.

*Debt Management:* In order for the City to monitor the City's debt levels and overall financial flexibility (balance between fixed costs and available resources), the Office of the City Treasurer monitors and manages to certain self-imposed ratios related to debt service and other fixed costs as a percentage of budget. The largest fixed cost in the City's general fund budget is the payment to amortize the City's unfunded pension liability. The Executive Director of the Sinking Fund Commission is responsible for making debt service payments.

- Tax Supported Debt Service plus Long Term Obligations as a percentage of General Fund and Debt Service Fund Expenditures should not exceed 15%.<sup>76</sup>
- Tax Supported Debt Service as a percentage of General Fund and Debt Service Fund Expenditures should not exceed 12%.<sup>77</sup>
- Tax Supported Debt Service excluding Pension Obligation Bond Debt Service as a percentage of General Fund and Debt Service Fund Expenditures should not exceed 10%.<sup>78</sup>
- Amount of Total Variable Rate Debt as a percentage of Debt should not exceed 35%.
- Amount of Un-hedged Variable Rate Debt as a percentage of Debt should not exceed 15%.<sup>79</sup>

### **Program-Based Budgeting and Cost-Benefit Analysis**

In 2012, Philadelphians voted to amend the Philadelphia Home Rule Charter to authorize the creation of requirements for additional information to be submitted with the annual operating budget, annual capital budget, and capital program, including, information about the cost of performing specific functions, the effectiveness of such functions, and the return on investment for proposed capital expenditures. In 2013, City Council passed two separate ordinances requiring a stronger link between budgeting and performance management for the operating budget and the capital budget respectively. Specifically, the ordinances require the Mayor starting in FY16 to submit to Council program-based budgeting data for each function for which appropriations are made in the proposed budget, including both cost and performance data; and cost-benefit analysis for each new capital project to be funded by the proposed capital budget, including return on investment and payback data. In preparation for the full implementation of program based budgeting and cost-benefit analysis of capital projects, the Office of Budget and Program Evaluation began these new approaches in FY14. In addition, OBPE is procuring a state of the art budgeting system that will facilitate more sophisticated analysis of cost and performance data which is expected to go live in the summer of 2015.

<sup>76</sup> Tax Supported Debt Service is defined as debt service on general obligation bonds and other tax-supported debt (including PICA debt service) less any self-supporting general obligation debt. Long Term Obligations include the MMO (excluding Normal Costs), amounts payable by the City under the Convention Center Operating Agreement between the City, the State, and the Pennsylvania Convention Center Authority (\$15 million annually), and other fixed costs such as the Eagles Stadium Operating and Expense Reimbursement (\$7 million to \$12 million annually).

<sup>77</sup> This ratio is looked at without pension obligation debt service because by issuing pension obligation bonds, the City is substituting one fixed liability (pension costs) for another (debt service).

<sup>78</sup> According to Moody's, debt service as a percentage of expenditures frequently ranges from 5% to 15%,<sup>1</sup> S&P states that 8% to 15% represents a moderate debt burden, and Fitch Ratings states that debt service above 10% of budget for cities and counties can create budgetary competition.

<sup>79</sup> This limitation should be calculated separately for general fund supported debt, Airport Revenue Bonds, Water and Wastewater Revenue Bonds, and Gas Works Revenue Bonds. When deciding whether to issue any variable rate debt, historic averages of cash balances should be evaluated to confirm that the financial flexibility is available if interest rates rise or in the case of hedged variable rate debt, if there is a dislocation between the swap rate and the bond rate.





## GLOSSARY

---

**Adopted Budget** – A plan of financial operation legally adopted by the City Council on an annual basis which provides authority to City agencies to expend funds for the purposes, and at the levels, set forth in the budget. The legal requirements for adopting a budget are set forth in the Philadelphia Home Rule Charter.

**AFSCME** – American Federation of State, County, and Municipal Employees. Many of the bargaining units for City employees are part of AFSCME.

**Allocation** – A part of a lump-sum appropriation which is designated for expenditure by specific organizational units.

**Annual Operating Budget** – The document prepared by the Office of Budget and Program Evaluation and supporting staff which represents the adopted budget and supporting information.

**Appropriation** – The total funds allocated to a department, as approved by City Council, to make expenditures and incur obligations for specific purposes. An appropriation is usually limited in amount and duration (usually one fiscal year for the operating budget and six fiscal years for the capital budget).

**Bill** – Proposed law under consideration by City Council.

**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.

**Current Projection** – Current projection of revenues, expenditures, and cash flows by covered funds compared to budgeted revenues, expenditures, and cash flows by covered funds.

**Debt Service** – Interest and principal payments on City bonds and payments to other government entities that issue bonds on behalf of the City, including the Philadelphia Municipal Authority, Philadelphia Authority for Industrial Development, and the Redevelopment Authority, as well as the Water Department, Division of Aviation, and Philadelphia Gas Works. The repayment of bonds issued by these organizations is secured by a lease or contract requiring the City to make payments sufficient to finance interest and principal payments on the debt.

**Deferred Retirement Option Program (DROP)** – The City's retirement benefit that allows City employees to accumulate their monthly service retirement benefit in an interest bearing account at the Board of Pensions for up to four years and continue to be employed by the City of Philadelphia. The deferred retirement benefit accrues on a monthly basis until the employee formally retires from the City of Philadelphia. Upon formal retirement the employee receives the accumulated retirement benefit in a lump sum. Any City employee who has attained the normal retirement age of their 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.

**Expenditures** – Monies spent by the City in the course of operations during a fiscal year.

**Fiscal Year (FY)** – A twelve-month period of time 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 201 (FY15) began July 1, 2014 and ends June 30, 2015.

**FOP** – Fraternal Order of Police. Several of the bargaining units for unionized City employees are in the FOP.

**Fund Balance** – The amount of money remaining 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.

**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.

**Hiring freeze** – A temporary restriction on hiring in order to achieve financial savings.

**IAFF** – International Association of Fire Fighters, Local 22. One of the bargaining units for unionized City employees.

**Internal Services** – Services provided by administrative agencies to other City agencies, including the Office of Fleet Management, Department of Public Property, City Controller’s Office, Office of Innovation and Technology, Office of the Director of Finance, Law Department, Managing Director’s Office, and the Office of Human Resources.

**LGBTQIA** – Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex, Asexual or Ally

**Locally-Generated Non-Tax Revenue** – Revenue received from sources other than taxes, grants from federal and state government, and inter-fund transfer

payments. Includes user fees, fines, rents, proceeds of asset sales, interest earnings, and payments in lieu of taxes from non-profit organizations.

**Long-term Obligations** – Commitments the City has made that require the expenditure of funds after the current fiscal year. These commitments include outstanding debt, long-term leases, and pension payments to retirees.

**Ordinance** - An ordinance is a law enacted by a municipal body, such as City Council.

**PICA** – Pennsylvania Intergovernmental Cooperation Authority.

**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.

**Request for Proposal (RFP)** – A solicitation often made through a bidding process by the City for the procurement of a commodity or service. Potential suppliers submit business proposals that are evaluated on pre-determined requirements.

**Revenue** – Funds collected by the City to finance operations during a fiscal year. All types of General Fund revenue are classified into one of four categories: Taxes, locally-generated non-tax revenue, revenue from other governments, and revenue from other funds.

**Revenue from Other Funds** – Payments to the General Fund from the Water Fund, Aviation Fund, Grants Revenue Fund, and other City funds. These payments are reimbursements for costs incurred by the General Fund to support operations primarily financed through other funds, such as operations of the Philadelphia Water Department, the city's two airports, and activities financed by grants from the federal or state government.

**Revenue from Other Governments** – Financial assistance received from the federal government, the Commonwealth of Pennsylvania, or other governmental units such as the Philadelphia Parking Authority. This assistance is used to finance specific programs or reimburse specific costs that are paid by the General Fund.

**Six-Year Capital Program** – A six-year plan for financing long-term capital projects that lead to the physical development of the city and serves as the blueprint for capital improvements for the City. Included in the program is the name of each project and the amount forecasted to be expended in each year as well as the proposed method of financing the projects.

**Target Budget** – Current target of revenues, expenditures, and cash flows by covered funds compared to budgeted revenues, expenditures, and cash flows by covered funds. This is the budget amount departments anticipate spending, given their total appropriations. Targets are set by departments and the Office of Budget and Program Evaluation in partnership after the annual budget is adopted.

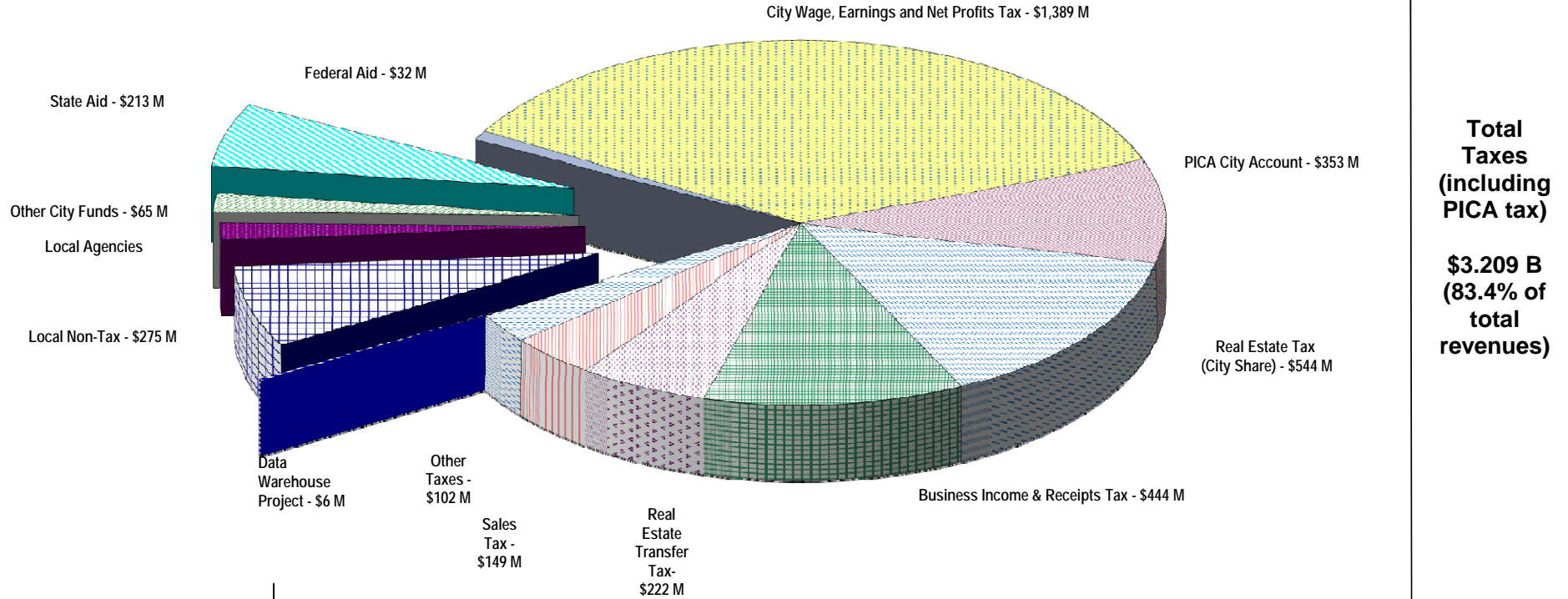
**Unfunded Pension Liability** – An actuarial calculation of the difference between accrued liabilities for

pension benefits payable to past and current City employees and the value of Pension Fund assets.

# APPENDIX

City of Philadelphia				SUMMARY OF OPERATIONS				
Five Year Financial Plan FY2016-2020				FISCAL YEARS 2014 TO 2020				
				(Amounts in Thousands)				
FUND								
General								
NO.	ITEM	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	<b>OPERATIONS OF FISCAL YEAR</b>							
	<b><u>REVENUES</u></b>							
1	Taxes	2,795,884	2,778,919	2,856,316	2,949,186	3,035,637	3,090,454	3,145,404
2	Locally Generated Non-Tax Revenues	301,755	299,227	275,107	274,461	275,086	275,294	275,875
3	Revenue from Other Governments	666,009	643,002	655,690	672,789	699,584	724,627	741,284
4	Sub-Total (1)+(2)+(3)	<b>3,763,648</b>	<b>3,721,148</b>	<b>3,787,113</b>	<b>3,896,436</b>	<b>4,010,307</b>	<b>4,090,375</b>	<b>4,162,563</b>
5	Revenue from Other Funds of City	42,001	64,249	65,240	65,809	66,297	66,804	67,331
6	Total - Revenue (4)+(5)	<b>3,805,649</b>	<b>3,785,397</b>	<b>3,852,353</b>	<b>3,962,245</b>	<b>4,076,604</b>	<b>4,157,179</b>	<b>4,229,894</b>
7	Other	0	0	0	0	0	0	0
8	<b>Total Revenue and Other Sources (6)+(7)</b>	<b>3,805,649</b>	<b>3,785,397</b>	<b>3,852,353</b>	<b>3,962,245</b>	<b>4,076,604</b>	<b>4,157,179</b>	<b>4,229,894</b>
	<b><u>OBLIGATIONS/APPROPRIATIONS</u></b>							
9	Personal Services	1,450,615	1,494,136	1,523,139	1,539,220	1,545,345	1,545,345	1,545,345
10	Personal Services-Pensions	646,393	576,053	611,701	621,303	626,400	635,252	642,298
11	Personal Services-Add'l Pensions (Sales Tax)	0	0	0	3,457	8,026	27,031	31,442
13	Personal Services-Other Employee Benefits	547,698	545,606	560,481	581,989	604,270	627,732	649,699
14	<b>Sub-Total Employee Compensation</b>	<b>2,644,706</b>	<b>2,615,795</b>	<b>2,695,321</b>	<b>2,745,969</b>	<b>2,784,041</b>	<b>2,835,360</b>	<b>2,868,784</b>
15	Purchase of Services	787,615	823,995	831,016	834,219	850,214	827,294	825,545
16	Materials, Supplies and Equipment	88,814	94,046	96,831	96,502	96,858	96,859	96,859
17	Contributions, Indemnities, and Taxes	208,587	151,167	150,773	147,847	149,171	148,511	150,340
18	Debt Service	122,481	133,851	141,398	150,740	160,300	178,555	178,872
19	Capital Budget Financing	0	0	0	0	0	0	0
20	Advances & Misc. Pmts. / Labor Obligations	0	3,411	6,907	6,907	6,907	6,907	6,907
21	Sub-Total (14 thru 20)	3,852,203	3,822,265	3,922,246	3,982,184	4,047,491	4,093,486	4,127,307
22	Payments to Other Funds	34,361	43,055	32,715	34,372	36,120	37,964	39,909
23	Payment to Budget Stabilization Reserve Fund	0	0	0	0	0	0	25,660
24	<b>Total - Obligations (21+22+23)</b>	<b>3,886,564</b>	<b>3,865,320</b>	<b>3,954,961</b>	<b>4,016,556</b>	<b>4,083,611</b>	<b>4,131,450</b>	<b>4,192,876</b>
25	Oper.Surplus (Deficit) for Fiscal Year (8-24)	(80,915)	(79,923)	(102,608)	(54,311)	(7,007)	25,729	37,018
	<b>Prior Year Adjustments:</b>							
26	Revenue Adjustments	0	0	0	0	0	0	0
27	Other Adjustments	26,148	22,885	22,885	22,138	22,138	22,138	22,138
28	Total Prior Year Adjustments	26,148	22,885	22,885	22,138	22,138	22,138	22,138
29	<b>Adjusted Oper. Surplus/ (Deficit) (25+28)</b>	<b>(54,767)</b>	<b>(57,038)</b>	<b>(79,723)</b>	<b>(32,173)</b>	<b>15,131</b>	<b>47,867</b>	<b>59,156</b>
	<b><u>OPERATIONS IN RESPECT TO</u></b>							
	<b><u>PRIOR FISCAL YEARS</u></b>							
	Fund Balance Available for Appropriation							
30	June 30 of Prior Fiscal Year	256,902	202,135	145,097	65,375	33,201	48,332	96,199
31	Residual Equity Transfer	0	0	0	0	0	0	0
32	Fund Balance Available for Appropriation							
	June 30 (29)+(30)+(31)	<b>202,135</b>	<b>145,097</b>	<b>65,375</b>	<b>33,201</b>	<b>48,332</b>	<b>96,199</b>	<b>155,355</b>

# City of Philadelphia Fiscal Year 2016 Estimated Revenues General Fund Total Amount of Funds: \$3.852 Billion



**FISCAL YEAR 2016**  
July 1, 2015 to June 30, 2016

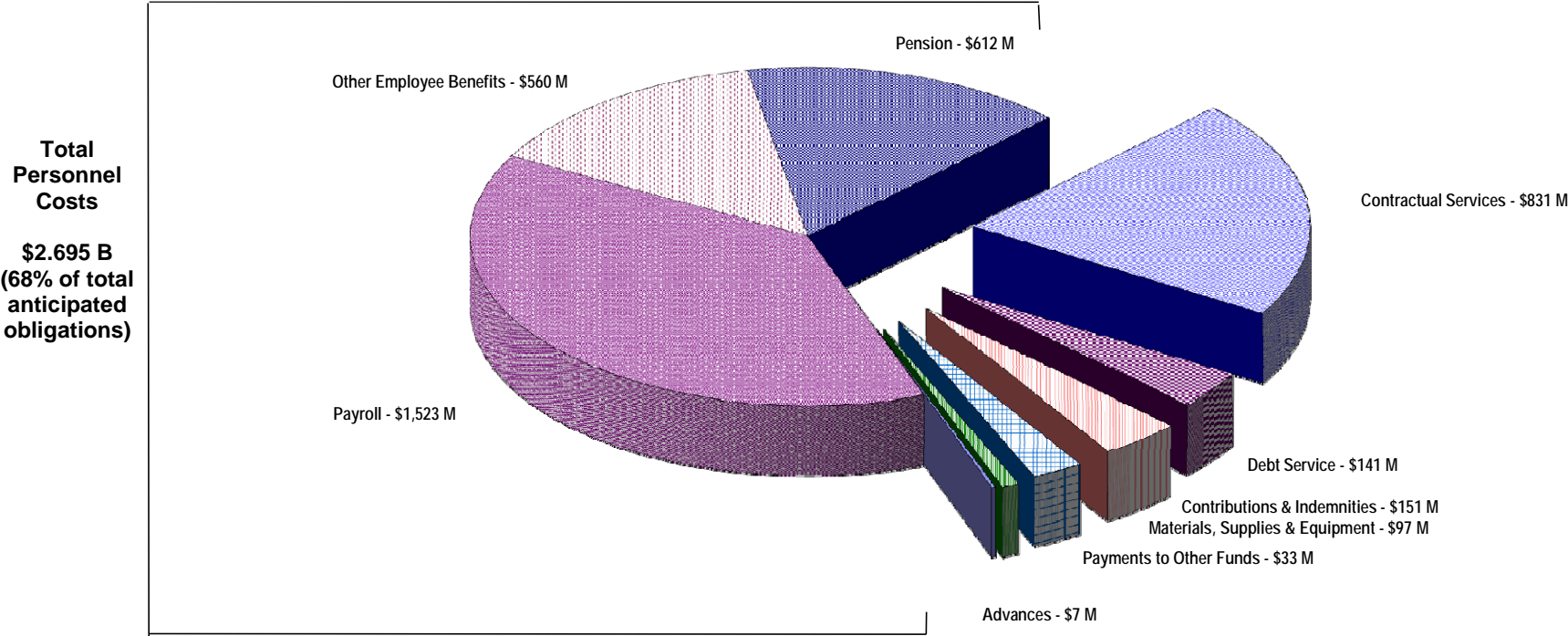
**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Major Taxes (\$ in Millions) with Percentage Change from Previous Year**

<b>Tax</b>	<b>Actual FY14</b>	<b>Projected FY15</b>	<b>Projected FY16</b>	<b>Projected FY17</b>	<b>Projected FY18</b>	<b>Projected FY19</b>	<b>Projected FY20</b>
Wage & Net Profits - Current & Prior	1,277.9	1,338.9	1,389.1	1,440.0	1,485.4	1,497.7	1,510.0
% change from prior year	n.a.	4.8%	3.7%	3.7%	3.2%	0.8%	0.8%
Real Property - Current & Prior	526.4	542.8	544.0	563.2	578.4	593.6	607.6
% change from prior year	n.a.	3.1%	0.2%	3.5%	2.7%	2.6%	2.4%
Business Income & Receipts - Current & Prior	461.7	451.3	443.9	452.5	465.4	477.9	490.8
% change from prior year	n.a.	-2.2%	-1.7%	1.9%	2.8%	2.7%	2.7%
Sales	263.1	143.8	149.4	156.9	166.1	174.1	182.9
% change from prior year	n.a.	-45.3%	3.9%	5.0%	5.8%	4.8%	5.1%
Real Property Transfer	168.1	201.7	221.8	226.3	230.8	235.4	240.1
% change from prior year	n.a.	20.0%	10.0%	2.0%	2.0%	2.0%	2.0%
Parking	75.2	76.9	78.8	80.8	82.8	84.8	87.0
% change from prior year	n.a.	2.3%	2.5%	2.5%	2.5%	2.5%	2.5%
Other Taxes	23.7	23.5	23.7	23.8	23.9	24.1	24.2
% change from prior year	n.a.	-0.6%	0.6%	0.6%	0.6%	0.6%	0.6%
Data Warehouse Project - Prior	0.0	0.0	5.7	5.8	2.9	2.8	2.8
% change from prior year	n.a.	n.a.	n.a.	1.8%	-50.0%	-3.4%	0.0%
<b>Total Taxes</b>	<b><u>2,795.9</u></b>	<b><u>2,778.9</u></b>	<b><u>2,856.3</u></b>	<b><u>2,949.2</u></b>	<b><u>3,035.6</u></b>	<b><u>3,090.5</u></b>	<b><u>3,145.4</u></b>
<b>% Change from prior year</b>	<b>n.a.</b>	<b>-0.6%</b>	<b>2.8%</b>	<b>3.3%</b>	<b>2.9%</b>	<b>1.8%</b>	<b>1.8%</b>

Note: Wage & Net Profits Taxes include rate reductions that resumed in FY14. Business Income & Receipts Tax incorporate rate reductions and changes in recently passed legislation that began in FY13. The reduced estimate for the Sales Tax in FY15 is the result of the reauthorization by the Commonwealth of the 1% increase but this revenue is dedicated to the School District. Other Taxes include the Amusement Tax and miscellaneous taxes. Wage tax does not include the PICA tax.



**City of Philadelphia  
Fiscal Year 2016 Obligations  
By Type of Expenditure  
General Fund**  
Total Amount of Funds: \$3.955 Billion



**City of Philadelphia**  
**General Fund**  
**FY 2016- 2020 Five Year Financial Plan**  
**Summary by Class**

<b>Expenditure Class</b>	<b>Actual FY 14</b>	<b>Budgeted FY 15</b>	<b>Projected FY 15</b>	<b>Projected FY 16</b>	<b>Projected FY 17</b>	<b>Projected FY 18</b>	<b>Projected FY 19</b>	<b>Projected FY 20</b>
<b>Class 100 - Wages</b>	1,450,615,388	1,433,918,993	1,494,135,706	1,523,139,303	1,539,219,483	1,545,345,156	1,545,345,156	1,545,345,156
<b>Class 100 - Benefits</b>	1,194,090,202	1,817,314,257	1,121,659,020	1,172,182,395	1,206,749,035	1,238,695,746	1,290,014,723	1,323,439,201
<b>Class 200 - Contracts / Leases</b>	787,615,378	814,897,458	823,995,284	831,015,571	834,218,960	850,214,207	827,294,114	825,544,860
<b>Class 300/400 - Supplies, Equipment</b>	88,813,051	92,612,203	94,046,405	96,830,878	96,502,267	96,858,558	96,858,558	96,858,558
<b>Class 500 - Indemnities / Contributions</b>	208,587,188	145,191,600	151,166,600	150,772,973	147,847,346	149,170,960	148,511,388	150,340,432
<b>Class 700 - Debt Service</b>	122,481,480	136,578,259	133,851,136	141,398,213	150,739,489	160,299,501	178,555,377	178,872,498
<b>Class 800 - Payments to Other Funds</b>	34,360,900	31,214,997	43,054,997	32,715,032	34,372,365	36,120,366	37,964,062	65,568,761
<b>Class 900 - Advances / Misc. Payments</b>	0	52,837,233	3,411,267	6,906,635	6,906,635	6,906,635	6,906,635	6,906,635
<b>Total</b>	<b>3,886,563,587</b>	<b>4,524,565,000</b>	<b>3,865,320,415</b>	<b>3,954,961,000</b>	<b>4,016,555,580</b>	<b>4,083,611,129</b>	<b>4,131,450,013</b>	<b>4,192,876,101</b>

**City of Philadelphia**  
**FY 2016 - 2020 Five Year Financial Plan**  
**General Fund**  
**Summary by Department**

Department	Actual FY 14	Budgeted FY 15	Projected FY 15	Projected FY 16	Projected FY 17	Projected FY 18	Projected FY 19	Projected FY 20
Art Museum Subsidy	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000
Atwater Kent Museum	277,307	284,719	293,200	293,498	294,817	294,817	294,817	294,817
Auditing	7,461,087	8,072,137	8,335,478	8,295,335	8,431,962	8,431,962	8,431,962	8,431,962
Board of Ethics	767,906	1,004,854	1,028,580	1,034,511	1,038,925	1,038,925	1,038,925	1,038,925
Board of Revision of Taxes	1,053,347	832,587	1,015,860	855,554	855,554	855,554	855,554	855,554
City Commissioners	8,690,810	9,419,814	9,736,352	9,663,243	9,677,785	9,156,785	9,156,785	9,156,785
City Council	14,473,677	16,314,559	16,656,700	16,525,293	16,525,293	16,525,293	16,525,293	16,525,293
City Planning Commission	2,302,078	2,372,828	2,379,667	2,429,778	2,489,728	2,489,728	2,489,728	2,489,728
City Representative	969,947	1,019,088	1,029,351	1,033,931	1,040,111	1,040,111	1,040,111	1,040,111
City Treasurer	894,143	920,790	942,687	1,126,357	1,137,726	1,137,726	1,137,726	1,137,726
Civil Service Commission	176,380	174,135	178,227	177,937	179,476	179,476	179,476	179,476
Civil Service Comm - Provision for Future Labor Obligations	0	52,837,133	3,411,167	6,906,535	6,906,535	6,906,535	6,906,535	6,906,535
Commerce	2,697,175	2,750,102	2,785,960	3,903,346	3,922,125	3,922,125	3,922,125	3,922,125
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	1,294,448	1,294,448	1,294,448	3,294,448	2,294,448	1,294,448	1,294,448	1,294,448
District Attorney	32,807,921	34,082,283	35,583,476	35,482,214	35,520,718	35,520,718	35,520,718	35,520,718
Finance	19,326,930	18,852,781	19,223,888	17,233,655	15,722,845	16,972,845	15,522,845	16,772,845
Finance-Budget Stabilization Reserve	0	0	0	0	0	0	0	25,660,000
Finance - Community College Subsidy	26,409,207	26,909,207	26,909,207	30,309,207	28,909,207	28,909,207	28,909,207	28,909,207
Finance - Employee Benefits	1,194,090,202	1,817,314,257	1,121,659,020	1,172,182,395	1,206,749,035	1,238,695,746	1,290,014,723	1,323,439,201
Finance - Hero Awards	18,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Finance - Indemnities	0	33,660,000	39,660,000	38,000,000	38,000,000	38,000,000	38,000,000	38,000,000
Finance - Refunds	100,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Finance - School District Contribution	114,050,100	69,110,300	69,110,300	69,184,673	69,259,046	69,332,660	69,923,088	70,502,132
Finance - Witness Fees	101,452	171,518	171,518	171,518	171,518	171,518	171,518	171,518
Fire	247,991,912	206,759,668	224,332,346	219,082,796	219,563,389	226,738,696	227,335,140	227,967,371
First Judicial District	108,716,187	106,251,123	109,459,727	110,255,300	110,346,687	110,346,687	110,346,687	110,346,687
Fleet Management	50,062,898	47,808,114	48,840,155	46,612,500	48,680,887	48,680,887	48,680,887	48,680,887
Fleet Management - Vehicle Lease/Purchases	12,548,186	11,965,000	11,965,000	14,965,000	12,965,000	13,965,000	13,965,000	13,965,000
Free Library	35,736,303	38,674,193	40,198,080	41,001,988	41,481,990	41,481,990	41,481,990	41,481,990
Historical Commission	349,704	412,330	419,781	424,560	431,732	431,732	431,732	431,732
Human Relations Commission	1,783,651	2,099,907	2,116,623	2,147,096	2,190,207	2,190,207	2,190,207	2,190,207
Human Services	100,241,130	99,480,256	102,776,689	102,729,321	103,219,500	103,219,500	103,219,500	103,219,500
Labor Relations	479,327	627,484	640,379	572,466	574,313	574,313	574,313	574,313
Law	13,950,019	13,422,633	16,067,698	14,642,276	14,783,715	14,783,715	14,783,715	14,783,715
Licenses and Inspections	25,698,409	27,903,338	28,819,158	31,476,558	33,612,119	33,473,527	33,473,527	33,473,527
L+I: Board of Building Standards	62,431	72,792	73,970	73,970	75,419	75,419	75,419	75,419
L+I: Board of L+I Review	133,593	164,065	168,000	167,790	169,637	169,637	169,637	169,637
L+I: Zoning Board of Adjustment	357,092	357,397	378,052	372,290	372,290	372,290	372,290	372,290
Managing Director	34,393,911	34,733,180	35,368,203	34,444,543	34,446,886	34,071,886	34,071,886	34,071,886
Managing Director - Legal Services	40,596,067	41,827,017	42,603,468	43,159,131	43,159,131	44,159,131	44,159,131	44,159,131
Mayor	5,056,447	5,241,881	5,353,310	5,206,625	5,206,625	5,206,625	5,206,625	5,206,625
Mayor - Scholarships	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Mayor's Office of Community Empowerment and Opportunity	0	0	605,000	605,000	605,000	500,000	500,000	500,000
Mayor's Office of Transportation and Utilities	708,937	788,817	821,442	734,270	734,270	734,270	734,270	734,270
Mural Arts Program	1,586,246	1,451,425	1,463,579	1,646,016	1,616,016	1,616,016	1,616,016	1,616,016
Office of Arts and Culture and the Creative Economy	2,561,549	3,971,288	3,972,593	2,872,855	2,872,855	2,872,855	2,872,855	2,872,855
Office of Behavioral Health and Intellectual Disabilities	13,667,907	13,944,680	13,967,356	13,875,576	13,886,076	13,886,076	13,886,076	13,886,076
Office of Housing and Community Development	4,060,459	3,020,000	2,570,000	2,520,000	2,520,000	2,520,000	2,520,000	2,520,000
Office of Human Resources	5,497,266	6,017,301	6,168,002	6,433,623	6,275,580	6,437,580	6,275,580	6,275,580
Office of Innovation and Technology	46,822,613	51,689,680	52,028,719	53,379,584	53,538,386	54,063,666	53,513,666	53,513,666
Office of Innovation and Technology - 911	17,254,925	30,502,878	30,059,663	30,502,878	30,502,878	30,502,878	30,502,878	30,502,878
Office of Inspector General	1,400,719	1,524,569	1,561,422	1,668,811	1,668,811	1,606,311	1,606,311	1,606,311
Office of Property Assessment	10,875,784	14,286,177	13,933,748	13,285,146	12,494,865	12,494,865	12,494,865	12,494,865
Office of Supportive Housing	45,155,805	43,974,069	45,226,928	45,244,382	45,384,612	45,384,612	45,384,612	45,384,612
Office of Sustainability	0	0	0	835,327	835,327	835,327	835,327	835,327
Parks and Recreation	54,366,727	52,591,785	54,095,395	57,711,883	58,169,081	58,169,081	58,169,081	58,169,081
Police	607,073,462	592,509,659	613,275,530	642,738,856	651,193,972	651,193,972	651,193,972	651,193,972
Prisons	245,813,812	240,801,814	243,521,531	244,896,381	245,273,296	245,273,296	245,273,296	245,273,296
Procurement	4,808,359	4,695,453	4,793,879	4,837,672	4,869,720	4,869,720	4,869,720	4,869,720
Public Health	109,946,985	115,447,367	116,211,670	116,242,446	116,904,660	116,904,660	116,904,660	116,904,660
Public Property	75,641,833	57,716,741	69,847,114	59,893,332	60,838,595	62,023,912	63,271,164	64,583,632
Public Property - SEPTA Subsidy	66,016,000	70,415,000	70,415,000	74,215,000	78,315,000	82,801,000	87,534,000	92,537,000
Public Property - Space Rentals	19,098,115	20,521,298	20,521,298	20,624,429	20,432,717	21,404,733	21,813,510	22,231,300
Public Property - Utilities	30,200,402	30,976,166	30,976,166	33,092,334	30,138,338	31,144,890	32,185,261	33,260,589
Records	4,339,865	4,681,789	4,867,565	4,822,825	4,767,214	4,767,214	4,767,214	4,767,214
Register of Wills	3,289,563	3,333,341	3,339,606	3,340,862	3,340,862	3,340,862	3,340,862	3,340,862
Revenue	20,210,851	22,437,070	23,538,869	25,771,489	25,971,707	25,095,707	25,095,707	25,095,707
Sheriff	18,323,205	18,494,646	18,566,779	18,212,799	18,218,051	18,218,051	18,218,051	18,218,051
Sinking Fund Commission (Debt Service)	215,932,309	247,795,565	245,068,442	245,945,126	260,087,871	278,635,043	267,878,835	259,116,167
Streets - Sanitation	101,202,698	85,672,103	92,469,955	92,288,259	93,127,857	93,931,529	94,753,372	95,587,789
Streets - Transportation	36,754,656	31,941,321	32,281,321	33,118,461	33,397,842	33,397,842	33,397,842	33,397,842
Youth Commission	83,151	140,080	142,296	142,740	142,740	142,740	142,740	142,740
<b>Total</b>	<b>3,886,563,587</b>	<b>4,524,565,000</b>	<b>3,865,320,415</b>	<b>3,954,961,000</b>	<b>4,016,555,580</b>	<b>4,083,611,129</b>	<b>4,131,450,013</b>	<b>4,192,876,101</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Estimated Fringe Benefit Allocation**

Expenditure Category	Actual FY 14	Budgeted FY 15	Projected FY 15	Projected FY 16	Projected FY 17	Projected FY 18	Projected FY 19	Projected FY 20
Unemployment Comp.	2,857,176	5,080,260	5,080,260	4,580,260	4,580,260	4,580,260	4,580,260	4,580,260
Employee Disability	56,043,748	64,103,778	56,000,000	58,088,800	59,512,042	60,970,581	62,465,291	63,997,071
Pension	435,378,465	466,588,737	465,640,390	498,430,800	508,032,984	513,129,720	521,982,384	529,027,872
Pension Obligation Bonds	211,014,165	110,413,101	110,413,101	113,270,454	113,270,454	113,270,454	113,270,454	113,270,454
FICA	67,451,109	68,825,236	71,092,563	72,431,454	73,156,571	73,516,601	73,593,664	73,593,664
Health / Medical	409,437,520	387,871,657	396,406,492	411,484,132	430,843,317	451,305,645	473,195,458	493,631,746
Group Life	7,124,743	7,750,000	7,925,193	8,100,386	8,100,386	8,100,386	8,100,386	8,100,386
Group Legal	4,107,181	4,183,450	7,965,388	4,849,842	4,849,842	4,849,842	4,849,842	4,849,842
Tool Allowance	94,250	125,000	135,633	146,267	146,267	146,267	146,267	146,267
Flex Cash Payments	581,845	1,000,000	1,000,000	800,000	800,000	800,000	800,000	800,000
Pension Relief-Sales Tax	0	1,373,038	0	0	3,456,912	8,025,990	27,030,717	31,441,639
Pension-PGW Sale-Net Proceeds	0	700,000,000	0	0	0	0	0	0
<b>Total</b>	<b>1,194,090,202</b>	<b>1,817,314,257</b>	<b>1,121,659,020</b>	<b>1,172,182,395</b>	<b>1,206,749,035</b>	<b>1,238,695,746</b>	<b>1,290,014,723</b>	<b>1,323,439,201</b>

**City of Philadelphia**  
**Fiscal Year 2016 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	0	0	0	0	0	2,550,000	0	0	0	0	0	0	0	2,550,000
Atwater Kent Museum	0	0	0	0	0	293,498	0	0	0	0	0	0	0	293,498
Auditing	0	0	0	0	0	8,295,335	249,999	0	0	0	0	0	0	8,545,334
Aviation	0	183,445,841	0	0	0	0	0	0	0	0	0	0	0	183,445,841
Board of Ethics	0	0	0	0	0	1,034,511	0	0	0	0	0	0	0	1,034,511
Board of Revision of Taxes	0	0	0	0	0	855,554	0	0	0	0	0	0	0	855,554
City Commissioners	0	0	0	0	0	9,663,243	900,000	0	0	0	0	0	0	10,563,243
City Council	0	0	0	0	0	16,525,293	0	0	0	0	0	0	0	16,525,293
City Planning Commission	0	0	0	280,000	0	2,429,778	1,432,067	0	0	0	0	0	0	4,141,845
City Representative	0	0	0	0	0	1,033,931	10,861,802	0	0	0	0	0	0	11,895,733
City Treasurer	0	0	0	0	0	1,126,357	0	0	0	0	0	0	0	1,126,357
Civil Service Commission	0	0	0	0	0	7,084,472	0	0	0	0	0	0	0	7,084,472
Commerce	0	0	0	9,404,702	0	3,903,346	0	0	62,700,000	0	0	0	0	76,008,048
Commerce - Convention Center Subsidy	0	0	0	0	0	15,000,000	0	0	0	0	0	0	0	15,000,000
Commerce - Economic Stimulus	0	0	0	0	0	3,294,448	0	0	0	0	0	0	0	3,294,448
District Attorney	0	0	0	0	0	35,482,214	16,710,342	0	0	0	0	0	0	52,192,556
Finance	75,000	4,146,000	0	0	0	17,233,655	0	0	0	0	0	0	0	21,454,655
Finance - Community College Subsidy	0	0	0	0	0	30,309,207	0	0	0	0	0	0	0	30,309,207
Finance - Employee Benefits	268,077	57,194,271	0	4,236,559	0	1,172,182,395	0	0	0	1,000,000	110,915,262	0	0	1,345,796,564
Finance - Hero Scholarship Awards	0	0	0	0	0	25,000	0	0	0	0	0	0	0	25,000
Finance - Indemnities	0	2,512,000	0	0	0	38,000,000	0	0	0	0	6,500,000	0	0	47,012,000
Finance - Provision for Other Grants	0	0	0	20,000,000	0	0	203,800,721	0	0	0	0	0	0	223,800,721
Finance - Refunds	0	0	0	0	0	250,000	0	0	0	0	0	0	0	250,000
Finance - School District Contribution	0	0	0	0	0	69,184,673	0	0	0	0	0	0	0	69,184,673
Finance - Witness Fees	0	0	0	0	0	171,518	0	0	0	0	0	0	0	171,518
Fire	0	6,726,366	0	0	0	219,082,796	11,248,691	0	0	0	0	0	0	237,057,853
First Judicial District	0	0	0	0	0	110,255,300	58,306,929	0	0	0	0	0	0	168,562,229
Fleet Management	0	8,245,188	0	0	0	61,577,500	0	0	0	0	0	8,732,957	0	78,555,645
Free Library	0	0	0	0	0	41,001,988	8,514,044	0	0	0	0	0	0	49,516,032
Historical Commission	0	0	0	0	0	424,560	0	0	0	0	0	0	0	424,560
Human Relations Commission	0	0	0	0	0	2,147,096	0	0	0	0	0	0	0	2,147,096
Human Services	0	0	0	0	0	102,729,321	570,829,054	0	0	0	0	0	0	673,558,375
L&I - Board of Building Standards	0	0	0	0	0	73,970	0	0	0	0	0	0	0	73,970
L&I - Board of L&I Review	0	0	0	0	0	167,790	0	0	0	0	0	0	0	167,790
L&I - Zoning Board of Adjustment	0	0	0	0	0	372,290	0	0	0	0	0	0	0	372,290
Labor Relations	0	0	0	0	0	572,466	0	0	0	0	0	0	0	572,466
Law	0	2,020,599	0	154,637	0	14,642,276	0	0	0	0	3,240,830	0	0	20,058,342
Licenses and Inspections	0	0	0	514,818	0	31,476,558	4,500,000	0	0	0	0	0	0	36,491,376
Managing Director's Office	0	0	0	0	0	77,603,674	6,268,585	0	0	0	0	0	0	83,872,259
Mayor's Office	0	0	0	0	0	5,206,625	1,784,012	0	0	0	0	0	0	6,990,637
Mayor's Office - Scholarships	0	0	0	0	0	200,000	0	0	0	0	0	0	0	200,000
Mayor's Office of Community Services (now CEO)	0	0	0	0	0	605,000	15,924,390	0	0	0	0	0	0	16,529,390
Mayor's Office of Transportation & Utilities	0	191,299	0	0	0	734,270	1,828,518	0	0	0	0	138,550	0	2,892,637
Mural Arts Program	0	0	0	0	0	1,646,016	0	0	0	0	0	0	0	1,646,016
Office of Arts and Culture	0	0	0	0	0	2,872,855	0	0	0	0	0	0	0	2,872,855
Office of Behavioral Health and Intellectual disabilities	0	0	0	0	0	13,875,576	254,797,914	961,552,000	0	0	0	0	0	1,230,225,490
Office of Housing and Community Development	0	0	0	59,570,284	0	2,520,000	128,117,000	0	0	24,500,000	0	0	0	214,707,284
Office of Human Resources	0	0	0	0	0	6,433,623	0	0	0	0	0	0	0	6,433,623
Office of Innovation and Technology	0	9,620,048	0	0	0	83,882,462	45,670,534	0	0	0	0	22,996,936	0	162,169,980
Office of Property Assessment	0	0	0	0	0	13,285,146	0	0	0	0	0	0	0	13,285,146
Office of Supportive Housing	0	0	0	0	0	45,244,382	46,554,054	0	0	0	0	0	0	91,798,436
Office of Sustainability	0	93,873	0	0	0	835,327	40,000	0	0	0	0	93,874	0	1,063,074
Office of the Inspector General	0	0	0	0	0	1,668,811	0	0	0	0	0	0	0	1,668,811
Parks and Recreation	0	0	0	0	0	57,711,883	11,274,929	0	0	0	0	0	0	68,986,812
Police	0	15,782,387	0	0	0	642,738,856	26,929,241	0	0	0	0	0	0	685,450,484
Prisons	0	0	0	0	0	244,896,381	30,000	0	0	0	0	0	0	244,926,381
Procurement	0	0	0	0	0	4,837,672	0	0	0	0	0	77,383	0	4,915,055
Public Health	162,777,923	0	0	0	0	116,242,446	74,681,174	0	0	0	0	0	0	353,701,543
Public Property	0	26,900,000	0	0	0	113,610,095	0	0	0	0	0	4,042,633	0	144,552,728
Public Property - SEPTA Subsidy	0	0	0	0	0	74,215,000	0	0	0	0	0	0	0	74,215,000
Records	0	0	0	0	0	4,822,825	0	0	0	0	0	0	0	4,822,825
Register of Wills	0	0	0	0	0	3,340,862	0	0	0	0	0	0	0	3,340,862
Revenue	45,000	0	0	0	0	25,771,489	21,150,000	0	0	0	0	16,269,239	0	63,235,728
Sheriff	0	0	0	0	0	18,212,799	0	0	0	0	0	0	0	18,212,799
Sinking Fund Commission (Debt Service)	0	123,505,128	6,000,000	0	0	245,945,126	0	0	0	0	0	227,139,336	0	602,589,590
Streets	0	0	0	0	4,950,000	125,406,720	36,230,000	0	0	0	28,500,000	0	0	195,086,720
Water	0	0	0	0	0	0	0	0	0	0	0	367,167,000	34,724,000	401,891,000
Youth Commission	0	0	0	0	0	142,740	0	0	0	0	0	0	0	142,740
<b>Total</b>	<b>163,166,000</b>	<b>440,383,000</b>	<b>6,000,000</b>	<b>94,161,000</b>	<b>4,950,000</b>	<b>3,954,961,000</b>	<b>1,558,634,000</b>	<b>961,552,000</b>	<b>62,700,000</b>	<b>24,500,000</b>	<b>29,500,000</b>	<b>767,314,000</b>	<b>34,724,000</b>	<b>8,102,545,000</b>

**City of Philadelphia**  
**Fiscal Year 2016 Operating Budget**  
**FY 2016-2020 Five Year Plan**  
**General Fund Full-Time Positions**

Department	Filled Positions 6/30/14	FY 2015 Adopted Budget	December 31, 2014 Actual	FY 2016 Proposed Budget	FY 2017 Proposed Budget	FY 2018 Proposed Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget
Atwater Kent Museum	3	4	3	4	4	4	4	4
Auditing	111	126	116	140	140	140	140	140
Board of Ethics	9	12	10	12	12	12	12	12
Board of Revision of Taxes	11	14	12	14	14	14	14	14
City Commissioners	84	98	90	98	98	98	98	98
City Council	169	195	182	195	195	195	195	195
City Planning Commission	30	32	30	32	32	32	32	32
City Representative	7	7	7	7	7	7	7	7
City Treasurer	14	14	13	16	16	16	16	16
Civil Service Commission	2	2	2	2	2	2	2	2
Commerce	27	27	19	27	27	27	27	27
District Attorney Civilian	447	448	459	449	449	449	449	449
District Attorney Uniform	17	15	13	15	15	15	15	15
District Attorney - Total	464	463	472	464	464	464	464	464
Finance	170	177	164	175	175	175	175	175
Fire Civilian	105	114	114	123	123	123	123	123
Fire Uniform	1,948	2,089	1,934	2,164	2,167	2,299	2,299	2,299
Fire - Total	2,053	2,203	2,048	2,287	2,290	2,422	2,422	2,422
First Judicial District	1,866	1,885	1,858	1,885	1,885	1,885	1,885	1,885
Fleet Management	264	283	264	287	287	287	287	287
Free Library	609	697	640	697	697	697	697	697
Historical Commission	6	6	5	6	6	6	6	6
Human Relations Commission	30	34	30	34	34	34	34	34
Human Services	382	451	439	449	449	449	449	449
Labor Relations	7	8	10	8	8	8	8	8
Law	146	152	146	154	160	160	160	160
Licenses & Inspections	296	353	326	384	421	425	425	425
L&I-Board of Building Standards	1	1	1	1	1	1	1	1
L&I-Board of L & I Review	2	2	2	2	2	2	2	2
L&I-Zoning Board of Adjustment	5	5	5	5	5	5	5	5
Managing Director	279	264	255	249	249	249	249	249
Mayor	44	46	50	45	45	45	45	45
Mayor's Office of Community Empo	0	0	0	0	0	0	0	0
Mayor's Office of Transportation an	13	14	12	13	13	13	13	13
Mural Arts Program	11	11	9	11	11	11	11	11
Office of Arts and Culture	2	2	2	2	2	2	2	2
Office of Behavioral Health and Inte	15	16	16	16	16	16	16	16
Office of Human Resources	79	92	81	91	91	91	91	91
Office of Innovation & Technology	259	305	256	295	299	299	299	299
Office of Inspector General	16	18	18	20	20	20	20	20
Office of Property Assessment	179	217	183	217	217	217	217	217
Office of Supportive Housing	154	159	140	159	159	159	159	159
Office of Sustainability	0	0	0	8	8	8	8	8
Parks & Recreation	600	701	607	706	706	706	706	706
Police Civilian	792	846	788	846	846	846	846	846
Police Uniform	6,303	6,525	6,232	6,525	6,525	6,525	6,525	6,525
Police - Total	7,095	7,371	7,020	7,371	7,371	7,371	7,371	7,371
Prisons	2,268	2,310	2,286	2,325	2,325	2,325	2,325	2,325
Procurement	47	50	45	51	51	51	51	51
Public Health	659	762	628	781	781	781	781	781
Public Property	133	159	138	159	159	159	159	159
Records	55	63	57	63	63	63	63	63
Register of Wills	62	63	64	63	63	63	63	63
Revenue	290	339	306	357	357	357	357	357
Sheriff	277	311	299	311	311	311	311	311
Streets	1,684	1,789	1,648	1,794	1,794	1,794	1,794	1,794
Youth Commission	2	2	1	2	2	2	2	2
<b>TOTAL GENERAL FUND</b>	<b>20,991</b>	<b>22,315</b>	<b>21,015</b>	<b>22,494</b>	<b>22,544</b>	<b>22,680</b>	<b>22,680</b>	<b>22,680</b>

**Note: The Adopted and Proposed Budget position counts represent the maximum level of positions during the year. Attrition lowers the position count throughout the year.**

CASH FLOW PROJECTIONS  
GENERAL FUND - FY2015

## OFFICE OF THE DIRECTOR OF FINANCE

Projection as of January 31, 2015

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	Estimated Revenues
REVENUES															
Real Estate Tax	8.3	7.8	7.5	7.4	7.5	12.2	40.7	313.3	105.4	21.2	8.1	3.3	542.8		542.8
Total Wage, Earnings, Net Profits	117.0	97.3	96.6	124.8	100.7	108.0	123.9	111.7	112.6	138.5	108.6	99.2	1338.9		1338.9
Realty Transfer Tax	15.8	17.0	20.0	13.3	13.9	23.1	14.7	13.4	16.9	16.2	17.7	19.9	201.7		201.7
Sales Tax	22.3	22.2	10.8	10.5	11.6	10.5	11.3	11.4	10.0	9.8	12.2	11.2	153.8	(10.0)	143.8
Business Income & Receipts Tax	4.1	1.9	17.7	7.1	0.7	3.8	23.9	7.0	42.6	223.8	112.1	6.6	451.3		451.3
Other Taxes	7.9	10.3	8.6	7.4	8.1	7.7	7.5	8.1	6.4	13.1	8.0	7.4	100.4		100.4
Locally Generated Non-tax	26.4	19.2	19.4	24.8	19.5	19.6	26.0	23.6	26.7	17.9	24.0	24.2	271.2	28.0	299.2
Total Other Governments	2.4	48.4	66.0	69.6	16.5	9.7	6.8	16.9	17.5	9.4	10.5	8.1	281.9	24.1	306.0
Total PICA Other Governments	24.8	13.7	31.1	26.5	27.9	15.3	36.7	29.7	37.6	29.6	40.2	23.9	337.0		337.0
Interfund Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	14.0	4.5	18.6	45.7	64.2
Total Current Revenue	228.9	237.8	277.6	291.3	206.4	210.1	291.5	535.1	375.6	479.4	355.3	208.5	3697.6	69.8	3785.4
Collection of prior year(s) revenue	10.3	8.7	0.0	11.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	30.8		
Other fund balance adjustments															
TOTAL CASH RECEIPTS	239.2	246.5	277.6	303.1	206.4	210.1	291.5	535.1	375.6	479.4	355.3	208.5	3728.4		

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	Vouchers Payable	Encumbrances	Estimated Obligations
EXPENSES AND OBLIGATIONS																
Payroll	79.5	108.8	122.7	154.3	107.9	121.0	116.3	111.7	129.1	156.1	112.8	112.8	1432.9	57.7	3.5	1494.1
Employee Benefits	42.8	42.3	51.8	54.3	43.0	42.8	40.7	38.3	38.4	52.8	39.5	42.3	529.0	16.1	0.5	545.6
Pension	3.7	(6.5)	4.0	55.8	(7.4)	(2.1)	(6.1)	(1.6)	422.8	111.8	0.8	0.8	576.1			576.1
Purchase of Services	39.6	31.6	84.1	68.8	52.1	71.0	50.9	59.3	73.8	85.4	59.1	63.0	738.6	15.1	70.4	824.0
Materials, Equipment	3.2	5.0	8.5	9.1	4.4	4.6	5.0	5.6	6.6	7.7	6.4	9.4	75.5	4.7	13.9	94.0
Contributions, Indemnities	19.4	4.6	4.2	9.9	4.4	14.9	2.3	3.4	9.8	4.7	51.3	21.8	150.6	0.5		151.2
Debt Service-Short Term	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.8	0.8			0.8
Debt Service-Long Term	18.7	66.5	0.1	0.0	10.5	9.2	21.0	3.8	0.5	0.1	0.0	2.7	133.1			133.1
Interfund Charges	0.3	0.0	0.0	0.0	0.0	0.0	0.5	0.0	0.0	14.4	0.4	5.4	21.0	22.1		43.1
Advances & Misc. Pmts. / Labor Obligations	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.7	0.7	0.7	0.7	0.7	3.4			3.4
Current Year Appropriation	207.2	252.3	275.5	352.2	214.8	261.3	230.5	221.1	681.6	433.6	271.1	259.7	3660.9	116.1	88.3	3865.3
Prior Yr. Expenditures against Encumbrances	48.1	19.0	18.2	7.1	3.2	4.5	6.8	7.2	5.0	3.8	3.2	2.8	128.7			
Prior Yr. Salaries & Vouchers Payable	22.8	33.6	2.1	18.1	(23.3)	23.1	10.9	0.0	0.0	0.0	0.0	0.0	87.4			
TOTAL DISBURSEMENTS	278.2	304.9	295.7	377.4	194.7	288.9	248.3	228.2	686.5	437.4	274.3	262.5	3877.0			
Excess (Def) of Receipts over Disbursements	(39.0)	(58.5)	(18.0)	(74.3)	11.8	(78.8)	43.2	306.9	(310.9)	42.0	81.0	(54.0)				
Opening Balance	448.9	409.9	351.5	333.4	259.1	400.9	322.1	365.3	672.2	361.3	403.3	354.3				
TRAN	0.0	0.0	0.0	0.0	130.0	0.0	0.0	0.0	0.0	0.0	(130.0)	0.0				
CLOSING BALANCE	409.9	351.5	333.4	259.1	400.9	322.1	365.3	672.2	361.3	403.3	354.3	300.3				



CASH FLOW PROJECTIONS  
CONSOLIDATED CASH - ALL FUNDS - FY2015

OFFICE OF THE DIRECTOR OF FINANCE

Projection as of January 31, 2015

	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	409.9	351.5	333.4	259.1	400.9	322.1	365.3	672.2	361.3	403.3	354.3	300.3
Grants Revenue	(117.0)	(14.1)	(64.8)	(71.1)	(105.7)	(161.0)	(183.6)	(177.9)	(114.1)	(103.1)	(136.1)	(109.8)
Community Development	(3.1)	(6.4)	(2.5)	(0.1)	(3.5)	(2.6)	(7.9)	(3.5)	(6.2)	(2.5)	(5.0)	(6.8)
Vehicle Rental Tax	7.3	7.8	2.4	2.8	3.4	3.7	4.0	6.7	5.6	6.0	5.4	5.9
Hospital Assessment Fund	12.4	12.1	46.0	12.7	12.5	18.6	9.6	7.6	17.8	8.7	23.0	18.1
Housing Trust Fund	18.6	18.5	18.8	19.4	19.8	24.0	18.2	15.3	15.0	14.5	14.3	14.2
Other Funds	15.3	11.4	17.2	14.5	35.1	27.7	14.4	20.2	3.2	14.6	18.0	33.0
<b>TOTAL OPERATING FUNDS</b>	<b>343.3</b>	<b>380.7</b>	<b>350.5</b>	<b>237.4</b>	<b>362.5</b>	<b>232.6</b>	<b>220.1</b>	<b>540.5</b>	<b>282.6</b>	<b>341.6</b>	<b>274.0</b>	<b>254.9</b>
Capital Improvement	146.2	137.7	124.6	119.6	113.2	103.2	92.6	85.1	77.6	70.1	62.6	55.1
Industrial & Commercial Dev.	4.1	4.1	4.1	4.1	4.4	4.4	4.4	3.9	3.9	3.8	3.8	3.7
<b>TOTAL CAPITAL FUNDS</b>	<b>150.2</b>	<b>141.8</b>	<b>128.6</b>	<b>123.7</b>	<b>117.6</b>	<b>107.6</b>	<b>97.0</b>	<b>89.0</b>	<b>81.5</b>	<b>73.9</b>	<b>66.4</b>	<b>58.8</b>
<b>TOTAL FUND EQUITY</b>	<b>493.6</b>	<b>522.5</b>	<b>479.2</b>	<b>361.1</b>	<b>480.1</b>	<b>340.2</b>	<b>317.0</b>	<b>629.5</b>	<b>364.1</b>	<b>415.5</b>	<b>340.3</b>	<b>313.7</b>

CASH FLOW PROJECTIONS  
GENERAL FUND - FY2016

## OFFICE OF THE DIRECTOR OF FINANCE

Projection	Amounts in Millions												Total	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	7.3	8.0	6.3	6.1	6.0	13.7	42.6	309.8	106.4	22.3	8.9	6.9	544.0		544.0
Total Wage, Earnings, Net Profits	114.4	113.3	100.1	118.6	112.5	108.9	138.6	108.0	116.0	138.7	116.0	104.1	1389.1		1389.1
Realty Transfer Tax	22.6	20.2	17.7	16.4	15.9	19.4	16.9	13.6	19.4	18.0	19.6	22.1	221.9		221.9
Sales Tax	14.1	15.2	11.8	11.4	12.4	11.7	11.6	13.7	10.9	11.1	13.3	12.2	149.4		149.4
Business Income & Receipts Tax	3.4	5.9	14.3	10.1	0.3	5.5	13.7	7.1	42.8	215.2	118.3	7.2	443.9		443.9
Other Taxes	8.5	11.6	8.7	7.8	8.4	8.1	7.8	9.3	6.7	14.4	8.9	8.0	108.2		108.2
Locally Generated Non-tax	23.4	22.4	19.2	19.6	23.2	19.9	22.4	25.6	27.2	18.8	24.5	29.0	275.1		275.1
Total Other Governments	2.4	48.4	65.0	69.6	16.5	8.7	6.8	16.9	16.5	9.4	10.5	7.1	277.9	24.3	302.2
Total PICA Other Governments	27.0	24.9	25.6	27.0	31.7	24.4	31.0	27.2	38.7	31.4	39.0	25.5	353.5		353.5
Interfund Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	14.0	4.5	18.5	46.7	65.2
Total Current Revenue	223.2	269.8	268.6	286.5	226.9	220.2	291.2	531.3	384.5	479.3	372.9	226.8	3781.3	71.1	3852.4
Collection of prior year(s) revenue	24.5	29.1	0.1	16.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	69.8		
Other fund balance adjustments															
TOTAL CASH RECEIPTS	247.7	298.9	268.7	302.6	226.9	220.2	291.2	531.3	384.5	479.3	372.9	226.8	3851.1		

	Amounts in Millions												Total	Vouchers Payable	Encumbrances	Estimated Obligations
	July 31	Aug 31	Sept 30	Oct 31	Nov 30	Dec 31	Jan 31	Feb 29	March 31	April 30	May 31	June 30				
EXPENSES AND OBLIGATIONS																
Payroll	79.3	113.7	169.9	113.7	113.7	124.5	113.7	113.7	160.0	113.7	113.7	124.5	1454.2	65.4	3.5	1523.1
Employee Benefits	29.6	42.5	63.5	42.5	42.5	46.6	42.5	42.5	59.8	42.5	42.5	46.6	543.9	16.1	0.5	560.5
Pension	3.7	(1.8)	(1.8)	71.5	(1.8)	(1.8)	1.9	(1.8)	434.6	114.4	(1.8)	(3.9)	611.7			611.7
Purchase of Services	40.2	52.7	54.8	84.9	72.1	58.7	49.8	57.6	63.0	84.0	50.2	68.7	736.6	21.8	72.6	831.0
Materials, Equipment	3.2	5.7	9.7	7.2	6.3	5.6	6.8	5.7	6.3	7.5	6.0	8.2	78.3	4.0	14.5	96.8
Contributions, Indemnities	15.8	5.4	6.4	7.8	24.1	15.9	3.4	2.8	10.6	5.1	41.2	9.0	147.6	3.2		150.8
Debt Service-Short Term	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.5	4.5			4.5
Debt Service-Long Term	19.3	61.9	0.9	0.1	0.1	13.4	8.8	20.5	0.9	4.9	1.0	5.1	136.9			136.9
Interfund Charges	2.8	1.1	0.0	0.0	0.0	1.0	0.1	0.0	0.0	1.5	0.7	3.4	10.6	22.1		32.7
Advances & Misc. Pmts. / Labor Obligations	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	6.9			6.9
Current Year Appropriation	194.5	281.9	304.0	328.3	257.7	264.5	227.7	241.6	735.8	374.2	254.2	266.6	3731.2	132.6	91.2	3955.0
Prior Yr. Expenditures against Encumbrances	36.4	17.6	10.2	5.8	2.5	2.0	2.6	4.5	3.0	1.5	1.0	1.0	88.3			
Prior Yr. Salaries & Vouchers Payable	45.3	49.9	20.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	116.1			
TOTAL DISBURSEMENTS	276.2	349.5	335.1	334.2	260.2	266.5	230.4	246.2	738.8	375.7	255.2	267.6	3935.6			
Excess (Def) of Receipts over Disbursements	(28.5)	(50.6)	(66.4)	(31.6)	(33.3)	(46.3)	60.9	285.1	(354.3)	103.6	117.7	(40.9)				
Opening Balance	300.3	271.8	221.2	154.8	298.2	265.0	218.7	279.6	564.7	210.4	313.9	256.7				
TRAN	0.0	0.0	0.0	175.0	0.0	0.0	0.0	0.0	0.0	0.0	(175.0)	0.0				
CLOSING BALANCE	271.8	221.2	154.8	298.2	265.0	218.7	279.6	564.7	210.4	313.9	256.7	215.8				

CASH FLOW PROJECTIONS  
CONSOLIDATED CASH - ALL FUNDS - FY2016

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	271.8	221.2	154.8	298.2	265.0	218.7	279.6	564.7	210.4	313.9	256.7	215.8
Grants Revenue	(92.3)	0.2	(20.7)	(44.5)	(92.0)	(138.6)	(154.4)	(149.2)	(100.3)	(97.3)	(146.2)	(102.0)
Community Development	(5.5)	(4.3)	(3.0)	(1.6)	(3.2)	(1.3)	(4.0)	(3.8)	(6.6)	(2.6)	(3.4)	(6.0)
Vehicle Rental Tax	6.4	7.0	4.5	4.9	5.4	5.8	6.1	6.9	6.0	6.4	5.6	6.1
Hospital Assessment Fund	8.8	8.1	21.8	8.8	8.5	14.4	8.1	7.5	15.3	8.5	23.6	19.1
Housing Trust Fund	15.0	15.3	15.7	16.0	15.7	16.2	14.9	14.6	14.3	13.8	13.6	14.1
Other Funds	20.7	17.9	23.0	24.4	28.3	30.9	14.7	18.9	1.2	15.7	19.2	33.2
<b>TOTAL OPERATING FUNDS</b>	<b>225.0</b>	<b>265.3</b>	<b>196.2</b>	<b>306.4</b>	<b>227.7</b>	<b>146.1</b>	<b>165.1</b>	<b>459.7</b>	<b>140.3</b>	<b>258.5</b>	<b>169.1</b>	<b>180.4</b>
Capital Improvement	55.1	47.6	40.1	242.3	234.8	227.3	219.8	212.3	204.8	197.3	189.8	182.3
Industrial & Commercial Dev.	3.9	3.9	4.1	4.2	4.3	3.9	3.9	3.8	3.8	3.6	3.6	3.7
<b>TOTAL CAPITAL FUNDS</b>	<b>59.0</b>	<b>51.5</b>	<b>44.2</b>	<b>246.4</b>	<b>239.0</b>	<b>231.1</b>	<b>223.6</b>	<b>216.0</b>	<b>208.5</b>	<b>200.9</b>	<b>193.4</b>	<b>186.0</b>
<b>TOTAL FUND EQUITY</b>	<b>284.0</b>	<b>316.8</b>	<b>240.4</b>	<b>552.8</b>	<b>466.7</b>	<b>377.3</b>	<b>388.7</b>	<b>675.7</b>	<b>348.8</b>	<b>459.4</b>	<b>362.5</b>	<b>366.3</b>

**Aviation Fund  
Five Year Financial Plan  
Fiscal Years 2016 - 2020  
All Departments**

	FY2015 Estimate	FY2016	FY2017	FY2018	FY2019	FY2020
<b>Revenues</b>						
Locally Generated Non-Tax	\$ 382,412,000	\$ 395,816,000	\$ 411,649,000	\$ 454,872,000	\$ 500,359,000	\$ 552,897,000
Passenger Facility Charges	32,000,000	33,000,000	33,000,000	33,000,000	33,000,000	33,000,000
Revenue from Other Governments	4,750,000	4,500,000	4,613,000	4,728,000	4,846,000	4,967,000
Revenue from Other Funds of the City	2,500,000	2,500,000	2,563,000	2,627,000	2,693,000	2,760,000
<b>Total Revenues</b>	<b>421,662,000</b>	<b>435,816,000</b>	<b>451,825,000</b>	<b>495,227,000</b>	<b>540,898,000</b>	<b>593,624,000</b>
<b>Obligations</b>						
100 Personal Services	\$ 122,096,000	\$ 129,068,000	\$ 132,940,000	\$ 136,928,000	\$ 141,036,000	\$ 145,267,000
200 Purchase of Services	126,342,000	137,169,000	141,284,000	145,523,000	149,889,000	154,386,000
300 Materials & Supplies	9,894,000	10,361,000	10,672,000	10,992,000	11,322,000	11,662,000
400 Equipment	8,090,000	8,940,000	9,208,000	9,484,000	9,769,000	10,062,000
500 Contrib., Indemnities & Taxes	6,717,000	6,717,000	6,919,000	7,127,000	7,341,000	7,561,000
700 Debt Service	129,825,000	123,505,000	153,227,000	178,556,000	212,351,000	255,406,000
800 Payments to Other Funds						
Payments to General Fund	4,623,000	6,623,000	6,822,000	7,027,000	7,238,000	7,455,000
Payments to Water Fund	5,000,000	5,000,000	5,150,000	5,305,000	5,464,000	5,628,000
Payments to Capital Fund	15,000,000	13,000,000	13,000,000	13,000,000	13,000,000	13,000,000
<b>Total Payments to Other Funds</b>	<b>24,623,000</b>	<b>24,623,000</b>	<b>24,972,000</b>	<b>25,332,000</b>	<b>25,702,000</b>	<b>26,083,000</b>
900 Advances & Misc. Payments	-	-	-	-	-	-
<b>Total Obligations, All Departments</b>	<b>\$ 427,587,000</b>	<b>\$ 440,383,000</b>	<b>\$ 479,222,000</b>	<b>\$ 513,942,000</b>	<b>\$ 557,410,000</b>	<b>\$ 610,427,000</b>
Fund Balance from Prior Year	16,335,000	27,410,000	39,843,000	29,446,000	27,731,000	28,219,000
Commitments Cancelled	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000
<b>Ending Fund Balance</b>	<b>\$ 27,410,000</b>	<b>\$ 39,843,000</b>	<b>\$ 29,446,000</b>	<b>\$ 27,731,000</b>	<b>\$ 28,219,000</b>	<b>\$ 28,416,000</b>

Five-Year Financial & Strategic Plan FY16-FY20

PROJECTED REVENUE AND REVENUE REQUIREMENTS

Philadelphia Water Department

(in thousands of dollars)

Line	Description	Fiscal Year						
		2015	2016	2017	2018	2019	2020	2021
	Operating Revenue							
1	Water Service - Existing Rates	\$ 251,475	\$ 251,150	\$ 249,467	\$ 247,487	\$ 245,498	\$ 243,507	\$ 242,863
2	Wastewater Service - Existing Rates	384,564	387,027	385,652	383,627	381,572	379,510	378,482
3	Total Service Revenue - Existing Rates	\$ 636,039	\$ 638,177	\$ 635,119	\$ 631,114	\$ 627,069	\$ 623,018	\$ 621,345
	Additional Service Revenue Required							
	Fiscal Year							
	Percent Increase							
	Months Effective							
4	2016		-	-	-	-	-	-
5	2017			31,756	31,556	31,353	31,151	31,067
6	2018				31,769	31,573	31,377	31,293
7	2019					25,704	25,547	25,478
8	2020						29,639	29,559
9	2021							30,913
10	Total Additional Service Revenue Required	\$ -	\$ -	\$ 31,756	\$ 63,325	\$ 88,630	\$ 117,714	\$ 148,310
11	Total Water & Wastewater Service Revenue	\$ 636,039	\$ 638,177	\$ 666,875	\$ 694,440	\$ 715,700	\$ 740,731	\$ 769,655
12	Transfer From/(To) Rate Stabilization Fund	\$ (18,300)	\$ 32,600	\$ 11,300	\$ 28,100	\$ (20,900)	\$ 500	\$ 13,000
	Other Income (a)							
13	Other Operating Revenue	\$ 22,809	\$ 22,768	\$ 25,429	\$ 22,138	\$ 42,231	\$ 22,029	\$ 21,802
14	Construction Fund Interest Income	1,158	1,049	724	753	751	769	793
15	Debt Reserve Fund Interest Income	-	-	-	-	-	-	-
16	Operating Fund Interest Income	366	287	329	315	401	367	355
17	Rate Stabilization Interest Income	685	659	580	509	496	533	509
18	Total Revenues	\$ 642,757	\$ 695,540	\$ 705,237	\$ 746,255	\$ 738,680	\$ 764,929	\$ 806,113
	Operating Expenses							
19	Water and/or Wastewater Operations	\$ (234,551)	\$ (252,059)	\$ (266,658)	\$ (277,193)	\$ (282,850)	\$ (292,341)	\$ (302,181)
20	Direct Interdepartmental Charges	(154,421)	(160,485)	(166,115)	(171,953)	(178,118)	(184,517)	(191,157)
21	Total Operating Expense	\$ (388,972)	\$ (412,544)	\$ (432,773)	\$ (449,146)	\$ (460,968)	\$ (476,858)	\$ (493,337)
22	Net Revenues after Operations	\$ 253,785	\$ 282,996	\$ 272,464	\$ 297,109	\$ 277,711	\$ 288,071	\$ 312,776
	Debt Service							
	Senior Debt Service							
23	Outstanding Revenue Bonds	\$ (194,745)	\$ (201,688)	\$ (182,567)	\$ (183,636)	\$ (134,127)	\$ (123,795)	\$ (123,982)
24	Pennvest Parity Bonds	(12,343)	(12,343)	(12,343)	(12,908)	(13,120)	(13,074)	(13,074)
25	Projected Future Revenue Bonds	-	(15,000)	(22,088)	(36,394)	(67,146)	(85,548)	(104,386)
26	Total Senior Debt Service	\$ (207,088)	\$ (229,031)	\$ (216,997)	\$ (232,939)	\$ (214,394)	\$ (222,417)	\$ (241,442)
27	Total Senior Debt Service Coverage (L 22/L 26)	1.23	1.24	1.26	1.28	1.30	1.30	1.30
	Subordinate Debt Service							
28	Outstanding General Obligation Bonds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
29	Pennvest Subordinate Bonds	-	-	-	-	-	-	-
30	Total Subordinate Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
31	Total Debt Service on Bonds	\$ (207,088)	\$ (229,031)	\$ (216,997)	\$ (232,939)	\$ (214,394)	\$ (222,417)	\$ (241,442)
32	Capital Account Deposit	\$ (20,697)	\$ (21,215)	\$ (21,745)	\$ (22,289)	\$ (22,846)	\$ (23,417)	\$ (24,003)
33	Total Coverage (L 22/(L 31 + L 32))	1.11	1.13	1.14	1.16	1.17	1.17	1.18
	Residual Fund							
34	Beginning Balance	\$ 27,749	\$ 14,725	\$ 16,431	\$ 19,917	\$ 26,482	\$ 34,363	\$ 40,033
35	Interest Income	76	56	65	83	109	134	151
	Plus:							
36	End of Year Revenue Fund Balance (L 22+ L 31+ L 32)	26,000	32,750	33,721	41,882	40,472	42,236	47,331
37	Deposit for Transfer to City General Fund (b)	849	876	870	877	854	848	897
	Less:							
38	Transfer to Construction Fund	(39,100)	(31,100)	(30,300)	(35,400)	(32,700)	(36,700)	(43,500)
39	Transfer to City General Fund	(849)	(876)	(870)	(877)	(854)	(848)	(897)
40	Transfer to Debt Service Reserve Fund	-	-	-	-	-	-	-
41	End of Year Balance	\$ 14,725	\$ 16,431	\$ 19,917	\$ 26,482	\$ 34,363	\$ 40,033	\$ 44,015
	Rate Stabilization Fund							
42	Beginning Balance	\$ 181,133	\$ 199,433	\$ 166,833	\$ 155,533	\$ 127,433	\$ 148,333	\$ 147,833
43	Transfer (to)/from Revenue Fund	18,300	(32,600)	(11,300)	(28,100)	20,900	(500)	(13,000)
44	End of Year Balance	\$ 199,433	\$ 166,833	\$ 155,533	\$ 127,433	\$ 148,333	\$ 147,833	\$ 134,833

(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 Bond Reserve Account to the Residual Fund as shown in Line 37 to satisfy the requirements for the Transfer to the City General Fund.

**Sinking Fund Commission**  
**General Fund Operating Budget Estimates**  
**FY 2016-2020 Five Year Plan**

Description	FY 15 Estimate	FY 16 Estimate	FY 17 Estimate	FY 18 Estimate	FY 19 Estimate	FY 20 Estimate
<b>Purchase of Services - Class 200</b>						
Long Term Leases	\$ 111,217,306	\$ 104,546,913	\$ 109,348,382	\$ 118,335,542	\$ 89,323,458	\$ 80,243,669
<b>Total - Class 200</b>	\$ 111,217,306	\$ 104,546,913	\$ 109,348,382	\$ 118,335,542	\$ 89,323,458	\$ 80,243,669
<b>Debt Service - Class 700</b>						
Interest on City Debt - Long Term	\$ 72,337,384	\$ 74,283,838	\$ 75,234,195	\$ 80,344,826	\$ 85,063,195	\$ 80,858,018
Principal on City Debt - Long Term	58,565,000	59,175,000	69,045,000	72,370,000	84,874,920	87,681,680
Interest on City Debt - Short Term	772,877	4,500,000	4,175,000	5,300,000	5,790,000	7,885,000
Sinking Fund Reserve Payments	1,335,875	1,339,375	1,335,294	1,334,675	1,337,262	1,337,800
Commitment Fee Expense	740,000	2,000,000	850,000	850,000	1,390,000	1,010,000
Arbitrage Payments	100,000	100,000	100,000	100,000	100,000	100,000
<b>Total - Class 700</b>	\$ 133,851,136	\$ 141,398,213	\$ 150,739,489	\$ 160,299,501	\$ 178,555,377	\$ 178,872,498
<b>Total - All Classes</b>	\$ 245,068,442	\$ 245,945,126	\$ 260,087,871	\$ 278,635,043	\$ 267,878,835	\$ 259,116,167

**City of Philadelphia**  
**Principal General Fund Obligation Growth Assumptions**  
**FY 2016 - 2020 Five Year Financial Plan**

		<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>	<b>FY 19</b>	<b>FY 20</b>
<b>Class 100</b>	<b>Personal Services</b>					
	<i>Civilian Wages</i>	2.50%	0.0%	0.0%	0.0%	0.0%
	<i>Uniform Wages - F.O.P.</i>	3.25%	3.25%	0.0%	0.0%	0.0%
	<i>Uniform Wages - I.A.F.F.</i>	3.25%	0.0%	0.0%	0.0%	0.0%
	<b>Employee Benefits</b>					
	<i>Unemployment Compensation</i>	-9.8%	0.0%	0.0%	0.0%	0.0%
	<i>Employee Disability</i>	3.7%	2.5%	2.5%	2.5%	2.5%
	<i>Pension</i>	7.0%	1.9%	1.0%	1.7%	1.3%
	<i>Pension Obligation Bond</i>	2.6%	0.0%	0.0%	0.0%	0.0%
	<i>FICA</i>	1.9%	1.0%	0.5%	0.1%	0.0%
	<i>Health/Medical</i>	3.8%	4.7%	4.7%	4.9%	4.3%
	<i>Group Life</i>	2.2%	0.0%	0.0%	0.0%	0.0%
	<i>Group Legal*</i>	-39.1%	0.0%	0.0%	0.0%	0.0%
	<i>Tool Allowance</i>	7.8%	0.0%	0.0%	0.0%	0.0%
	<i>Flex Cash Payments</i>	-20.0%	0.0%	0.0%	0.0%	0.0%
	<i>* Elimination of FY 15 lump-sum payment.</i>					
<b>Class 200</b>	<b>Purchase of Services</b>	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Class 3/400</b>	<b>Materials, Supplies &amp; Equipment</b>	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Class 500</b>	<b>Contributions, Indemnities &amp; Taxes</b>	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Class 700</b>	<b>Debt Service</b>	See Schedule of Long Term Obligations (Appendix VI)				
<b>Class 800</b>	<b>Payments to Other Funds</b>	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Class 900</b>	<b>Advances &amp; Misc. Payments</b>	N.A.	N.A.	N.A.	N.A.	N.A.

**Note 1:**

The above Personal Services assumptions do not include the amount set aside in the Civil Service Commission budget for potential future labor obligations.

**Note 2:**

Obligation levels in the current plan have been established for most departments and cost centers based upon specific issues concerning desired service levels, management and productivity initiatives underway, anticipated competitive contracting issues, existing and anticipated contractual obligations, and a host of other factors. The growth assumptions set forth above provide only the underlying foundations for the specific proposed obligation levels which have been established for departments in the current plan.



**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **ART MUSEUM SUBSIDY**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>2,550,000</b>	<b>2,550,000</b>	<b>2,550,000</b>	<b>2,550,000</b>	<b>2,550,000</b>	<b>2,550,000</b>	<b>2,550,000</b>	<b>2,550,000</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **ATWATER KENT MUSEUM**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	227,307	234,719	243,200	243,498	244,817	244,817	244,817	244,817
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>277,307</b>	<b>284,719</b>	<b>293,200</b>	<b>293,498</b>	<b>294,817</b>	<b>294,817</b>	<b>294,817</b>	<b>294,817</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **AUDITING**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	7,070,173	7,549,687	7,673,028	7,772,885	7,909,512	7,909,512	7,909,512	7,909,512
Class 200 - Contracts / Leases	365,970	497,450	637,450	497,450	497,450	497,450	497,450	497,450
Class 300/400 - Supplies, Equipment	24,944	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>7,461,087</b>	<b>8,072,137</b>	<b>8,335,478</b>	<b>8,295,335</b>	<b>8,431,962</b>	<b>8,431,962</b>	<b>8,431,962</b>	<b>8,431,962</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **BOARD OF ETHICS**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	741,674	894,854	918,580	924,511	928,925	928,925	928,925	928,925
Class 200 - Contracts / Leases	19,280	96,000	96,000	96,000	96,000	96,000	96,000	96,000
Class 300/400 - Supplies, Equipment	6,952	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>767,906</b>	<b>1,004,854</b>	<b>1,028,580</b>	<b>1,034,511</b>	<b>1,038,925</b>	<b>1,038,925</b>	<b>1,038,925</b>	<b>1,038,925</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department:

**BOARD OF REVISION OF TAXES**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	1,015,351	796,660	964,933	819,627	819,627	819,627	819,627	819,627
Class 200 - Contracts / Leases	23,466	20,200	35,200	20,200	20,200	20,200	20,200	20,200
Class 300/400 - Supplies, Equipment	14,530	15,727	15,727	15,727	15,727	15,727	15,727	15,727
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,053,347</b>	<b>832,587</b>	<b>1,015,860</b>	<b>855,554</b>	<b>855,554</b>	<b>855,554</b>	<b>855,554</b>	<b>855,554</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department:

**CITY COMMISSIONERS**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	4,822,174	5,387,427	5,703,965	5,624,276	5,638,818	5,638,818	5,638,818	5,638,818
Class 200 - Contracts / Leases	3,323,350	3,490,770	3,490,770	3,497,350	3,497,350	2,976,350	2,976,350	2,976,350
Class 300/400 - Supplies, Equipment	541,614	541,617	541,617	541,617	541,617	541,617	541,617	541,617
Class 500 - Indemnities / Contributions	3,672	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>8,690,810</b>	<b>9,419,814</b>	<b>9,736,352</b>	<b>9,663,243</b>	<b>9,677,785</b>	<b>9,156,785</b>	<b>9,156,785</b>	<b>9,156,785</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department:

**CITY COUNCIL**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	11,997,588	13,899,124	14,241,265	14,309,858	14,309,858	14,309,858	14,309,858	14,309,858
Class 200 - Contracts / Leases	2,141,689	2,004,485	2,004,485	1,804,485	1,804,485	1,804,485	1,804,485	1,804,485
Class 300/400 - Supplies, Equipment	279,400	410,650	410,650	410,650	410,650	410,650	410,650	410,650
Class 500 - Indemnities / Contributions	55,000	100	100	100	100	100	100	100
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	100	100	100	100	100	100	100
Class 900 - Advances / Misc. Payments	0	100	100	100	100	100	100	100
<b>Total</b>	<b>14,473,677</b>	<b>16,314,559</b>	<b>16,656,700</b>	<b>16,525,293</b>	<b>16,525,293</b>	<b>16,525,293</b>	<b>16,525,293</b>	<b>16,525,293</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department:

**CITY PLANNING**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	2,192,556	2,252,584	2,259,423	2,309,534	2,369,484	2,369,484	2,369,484	2,369,484
Class 200 - Contracts / Leases	72,118	79,592	79,592	79,592	79,592	79,592	79,592	79,592
Class 300/400 - Supplies, Equipment	37,404	40,652	40,652	40,652	40,652	40,652	40,652	40,652
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>2,302,078</b>	<b>2,372,828</b>	<b>2,379,667</b>	<b>2,429,778</b>	<b>2,489,728</b>	<b>2,489,728</b>	<b>2,489,728</b>	<b>2,489,728</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **CITY REPRESENTATIVE**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	400,499	403,358	413,621	418,201	424,381	424,381	424,381	424,381
Class 200 - Contracts / Leases	515,449	561,730	561,730	561,730	561,730	561,730	561,730	561,730
Class 300/400 - Supplies, Equipment	53,999	54,000	54,000	54,000	54,000	54,000	54,000	54,000
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>969,947</b>	<b>1,019,088</b>	<b>1,029,351</b>	<b>1,033,931</b>	<b>1,040,111</b>	<b>1,040,111</b>	<b>1,040,111</b>	<b>1,040,111</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **CITY TREASURER**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	785,368	780,122	802,019	985,689	997,058	997,058	997,058	997,058
Class 200 - Contracts / Leases	93,707	118,444	118,444	118,444	118,444	118,444	118,444	118,444
Class 300/400 - Supplies, Equipment	15,068	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
<b>Total</b>	<b>894,143</b>	<b>920,790</b>	<b>942,687</b>	<b>1,126,357</b>	<b>1,137,726</b>	<b>1,137,726</b>	<b>1,137,726</b>	<b>1,137,726</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **CIVIL SERVICE COMMISSION**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	146,586	143,541	147,633	147,343	148,882	148,882	148,882	148,882
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	294	1,094	1,094	1,094	1,094	1,094	1,094	1,094
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>176,380</b>	<b>174,135</b>	<b>178,227</b>	<b>177,937</b>	<b>179,476</b>	<b>179,476</b>	<b>179,476</b>	<b>179,476</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **CIVIL SERVICE COMMISSION - PROVISIONS FOR FUTURE LABOR AGREEMENTS**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 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	52,837,133	3,411,167	6,906,535	6,906,535	6,906,535	6,906,535	6,906,535
<b>Total</b>	<b>0</b>	<b>52,837,133</b>	<b>3,411,167</b>	<b>6,906,535</b>	<b>6,906,535</b>	<b>6,906,535</b>	<b>6,906,535</b>	<b>6,906,535</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **COMMERCE**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	1,837,393	1,889,967	1,925,825	1,943,211	1,961,990	1,961,990	1,961,990	1,961,990
Class 200 - Contracts / Leases	333,199	333,481	333,481	1,433,481	1,433,481	1,433,481	1,433,481	1,433,481
Class 300/400 - Supplies, Equipment	26,583	26,654	26,654	26,654	26,654	26,654	26,654	26,654
Class 500 - Indemnities / Contributions	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>2,697,175</b>	<b>2,750,102</b>	<b>2,785,960</b>	<b>3,903,346</b>	<b>3,922,125</b>	<b>3,922,125</b>	<b>3,922,125</b>	<b>3,922,125</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **COMMERCE - CONVENTION CENTER SUBSIDY**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **COMMERCE - ECONOMIC STIMULUS**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	1,294,448	1,294,448	1,294,448	3,294,448	2,294,448	1,294,448	1,294,448	1,294,448
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,294,448</b>	<b>1,294,448</b>	<b>1,294,448</b>	<b>3,294,448</b>	<b>2,294,448</b>	<b>1,294,448</b>	<b>1,294,448</b>	<b>1,294,448</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **DISTRICT ATTORNEY**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	30,244,298	31,762,490	32,802,968	32,490,021	32,528,525	32,528,525	32,528,525	32,528,525
Class 200 - Contracts / Leases	1,870,511	1,816,172	2,216,172	2,467,172	2,467,172	2,467,172	2,467,172	2,467,172
Class 300/400 - Supplies, Equipment	502,112	503,621	564,336	525,021	525,021	525,021	525,021	525,021
Class 500 - Indemnities / Contributions	191,000	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>32,807,921</b>	<b>34,082,283</b>	<b>35,583,476</b>	<b>35,482,214</b>	<b>35,520,718</b>	<b>35,520,718</b>	<b>35,520,718</b>	<b>35,520,718</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **FINANCE**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	9,839,565	8,936,046	8,982,153	8,801,920	8,891,110	8,891,110	8,891,110	8,891,110
Class 200 - Contracts / Leases	5,104,905	5,130,961	5,455,961	4,370,961	4,370,961	4,370,961	4,170,961	4,170,961
Class 300/400 - Supplies, Equipment	107,350	110,774	110,774	110,774	110,774	110,774	110,774	110,774
Class 500 - Indemnities / Contributions	4,275,110	4,675,000	4,675,000	3,950,000	2,350,000	3,600,000	2,350,000	3,600,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>19,326,930</b>	<b>18,852,781</b>	<b>19,223,888</b>	<b>17,233,655</b>	<b>15,722,845</b>	<b>16,972,845</b>	<b>15,522,845</b>	<b>16,772,845</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **FINANCE - COMMUNITY COLLEGE SUBSIDY**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 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	26,409,207	26,909,207	26,909,207	30,309,207	28,909,207	28,909,207	28,909,207	28,909,207
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>26,409,207</b>	<b>26,909,207</b>	<b>26,909,207</b>	<b>30,309,207</b>	<b>28,909,207</b>	<b>28,909,207</b>	<b>28,909,207</b>	<b>28,909,207</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **FINANCE - EMPLOYEE BENEFITS**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Benefits	1,194,090,202	1,817,314,257	1,121,659,020	1,172,182,395	1,206,749,035	1,238,695,746	1,290,014,723	1,323,439,201
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,194,090,202</b>	<b>1,817,314,257</b>	<b>1,121,659,020</b>	<b>1,172,182,395</b>	<b>1,206,749,035</b>	<b>1,238,695,746</b>	<b>1,290,014,723</b>	<b>1,323,439,201</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **FINANCE - BUDGET STABILIZATION RESERVE**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 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	25,660,000
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,660,000</b>

City of Philadelphia  
General Fund  
FY 2016 - 2020 Five Year Financial Plan  
Master Schedule

Department: **FINANCE - HERO AWARDS**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 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	18,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>18,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>

City of Philadelphia  
General Fund  
FY 2016 - 2020 Five Year Financial Plan  
Master Schedule

Department: **FINANCE - INDEMNITIES**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 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	33,660,000	39,660,000	38,000,000	38,000,000	38,000,000	38,000,000	38,000,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>33,660,000</b>	<b>39,660,000</b>	<b>38,000,000</b>	<b>38,000,000</b>	<b>38,000,000</b>	<b>38,000,000</b>	<b>38,000,000</b>

City of Philadelphia  
General Fund  
FY 2016 - 2020 Five Year Financial Plan  
Master Schedule

Department: **FINANCE - REFUNDS**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 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	100,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>100,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>

City of Philadelphia  
General Fund  
FY 2016 - 2020 Five Year Financial Plan  
Master Schedule

Department: **FINANCE - SCHOOL DISTRICT CONTRIBUTION**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 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	114,050,100	69,110,300	69,110,300	69,184,673	69,259,046	69,332,660	69,923,088	70,502,132
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>114,050,100</b>	<b>69,110,300</b>	<b>69,110,300</b>	<b>69,184,673</b>	<b>69,259,046</b>	<b>69,332,660</b>	<b>69,923,088</b>	<b>70,502,132</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **FINANCE - WITNESS FEES**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	101,452	171,518	171,518	171,518	171,518	171,518	171,518	171,518
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>101,452</b>	<b>171,518</b>	<b>171,518</b>	<b>171,518</b>	<b>171,518</b>	<b>171,518</b>	<b>171,518</b>	<b>171,518</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **FIRE**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	223,368,941	182,883,661	200,248,739	196,783,581	197,030,071	203,325,004	203,325,004	203,325,004
Class 200 - Contracts / Leases	4,912,683	5,100,593	5,100,593	5,895,975	6,134,244	6,451,934	6,451,934	6,451,934
Class 300/400 - Supplies, Equipment	11,417,793	10,613,414	10,821,014	7,556,014	7,021,014	7,021,014	7,021,014	7,021,014
Class 500 - Indemnities / Contributions	418,495	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	7,874,000	8,162,000	8,162,000	8,847,226	9,378,060	9,940,744	10,537,188	11,169,419
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>247,991,912</b>	<b>206,759,668</b>	<b>224,332,346</b>	<b>219,082,796</b>	<b>219,563,389</b>	<b>226,738,696</b>	<b>227,335,140</b>	<b>227,967,371</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **FIRST JUDICIAL DISTRICT**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	90,888,686	93,202,681	96,411,285	97,206,858	97,298,245	97,298,245	97,298,245	97,298,245
Class 200 - Contracts / Leases	15,796,659	10,656,574	10,656,574	10,656,574	10,656,574	10,656,574	10,656,574	10,656,574
Class 300/400 - Supplies, Equipment	1,891,728	2,391,868	2,391,868	2,391,868	2,391,868	2,391,868	2,391,868	2,391,868
Class 500 - Indemnities / Contributions	139,114	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>108,716,187</b>	<b>106,251,123</b>	<b>109,459,727</b>	<b>110,255,300</b>	<b>110,346,687</b>	<b>110,346,687</b>	<b>110,346,687</b>	<b>110,346,687</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **FLEET MANAGEMENT**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	15,840,304	15,740,507	16,772,548	16,544,893	16,613,280	16,613,280	16,613,280	16,613,280
Class 200 - Contracts / Leases	4,932,345	5,104,396	5,104,396	5,104,396	5,104,396	5,104,396	5,104,396	5,104,396
Class 300/400 - Supplies, Equipment	29,234,188	26,963,211	26,963,211	24,963,211	26,963,211	26,963,211	26,963,211	26,963,211
Class 500 - Indemnities / Contributions	56,061	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>50,062,898</b>	<b>47,808,114</b>	<b>48,840,155</b>	<b>46,612,500</b>	<b>48,680,887</b>	<b>48,680,887</b>	<b>48,680,887</b>	<b>48,680,887</b>



**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **FLEET MANAGEMENT - VEHICLE LEASE/PURCHASE**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	4,483,192	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
Class 300/400 - Supplies, Equipment	8,064,994	7,465,000	7,465,000	10,465,000	8,465,000	9,465,000	9,465,000	9,465,000
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>12,548,186</b>	<b>11,965,000</b>	<b>11,965,000</b>	<b>14,965,000</b>	<b>12,965,000</b>	<b>13,965,000</b>	<b>13,965,000</b>	<b>13,965,000</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **FREE LIBRARY**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	30,801,445	33,919,457	35,443,344	35,777,252	36,257,254	36,257,254	36,257,254	36,257,254
Class 200 - Contracts / Leases	2,716,996	2,752,077	2,752,077	2,922,077	2,922,077	2,922,077	2,922,077	2,922,077
Class 300/400 - Supplies, Equipment	2,031,862	2,002,659	2,002,659	2,302,659	2,302,659	2,302,659	2,302,659	2,302,659
Class 500 - Indemnities / Contributions	186,000	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>35,736,303</b>	<b>38,674,193</b>	<b>40,198,080</b>	<b>41,001,988</b>	<b>41,481,990</b>	<b>41,481,990</b>	<b>41,481,990</b>	<b>41,481,990</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **HISTORICAL COMMISSION**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	347,973	410,541	417,992	422,771	429,943	429,943	429,943	429,943
Class 200 - Contracts / Leases	942	980	980	980	980	980	980	980
Class 300/400 - Supplies, Equipment	789	809	809	809	809	809	809	809
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>349,704</b>	<b>412,330</b>	<b>419,781</b>	<b>424,560</b>	<b>431,732</b>	<b>431,732</b>	<b>431,732</b>	<b>431,732</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **HUMAN RELATIONS COMMISSION**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	1,744,635	2,052,219	2,068,935	2,099,408	2,142,519	2,142,519	2,142,519	2,142,519
Class 200 - Contracts / Leases	29,500	34,657	34,657	34,657	34,657	34,657	34,657	34,657
Class 300/400 - Supplies, Equipment	9,516	13,031	13,031	13,031	13,031	13,031	13,031	13,031
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,783,651</b>	<b>2,099,907</b>	<b>2,116,623</b>	<b>2,147,096</b>	<b>2,190,207</b>	<b>2,190,207</b>	<b>2,190,207</b>	<b>2,190,207</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **HUMAN SERVICES**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	22,776,786	24,339,410	23,817,687	24,637,310	25,127,489	25,127,489	25,127,489	25,127,489
Class 200 - Contracts / Leases	76,267,118	74,127,032	77,931,501	76,779,935	76,779,935	76,779,935	76,779,935	76,779,935
Class 300/400 - Supplies, Equipment	979,940	1,013,814	1,027,501	1,312,076	1,312,076	1,312,076	1,312,076	1,312,076
Class 500 - Indemnities / Contributions	217,286	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>100,241,130</b>	<b>99,480,256</b>	<b>102,776,689</b>	<b>102,729,321</b>	<b>103,219,500</b>	<b>103,219,500</b>	<b>103,219,500</b>	<b>103,219,500</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **LABOR RELATIONS**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	468,177	616,047	628,942	559,029	560,876	560,876	560,876	560,876
Class 200 - Contracts / Leases	3,068	3,277	3,277	5,277	5,277	5,277	5,277	5,277
Class 300/400 - Supplies, Equipment	8,082	8,160	8,160	8,160	8,160	8,160	8,160	8,160
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>479,327</b>	<b>627,484</b>	<b>640,379</b>	<b>572,466</b>	<b>574,313</b>	<b>574,313</b>	<b>574,313</b>	<b>574,313</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **LAW**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	6,683,364	7,163,923	7,378,082	7,383,566	7,525,005	7,525,005	7,525,005	7,525,005
Class 200 - Contracts / Leases	6,196,944	6,010,034	8,440,940	7,010,034	7,010,034	7,010,034	7,010,034	7,010,034
Class 300/400 - Supplies, Equipment	241,712	248,676	248,676	248,676	248,676	248,676	248,676	248,676
Class 500 - Indemnities / Contributions	827,999	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>13,950,019</b>	<b>13,422,633</b>	<b>16,067,698</b>	<b>14,642,276</b>	<b>14,783,715</b>	<b>14,783,715</b>	<b>14,783,715</b>	<b>14,783,715</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **LICENSES AND INSPECTIONS**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	15,002,935	16,877,190	17,793,010	19,770,711	21,894,751	22,087,991	22,087,991	22,087,991
Class 200 - Contracts / Leases	10,099,962	10,042,535	10,042,535	10,261,906	10,558,904	10,601,061	10,601,061	10,601,061
Class 300/400 - Supplies, Equipment	303,570	983,613	983,613	1,443,941	1,158,464	784,475	784,475	784,475
Class 500 - Indemnities / Contributions	291,942	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>25,698,409</b>	<b>27,903,338</b>	<b>28,819,158</b>	<b>31,476,558</b>	<b>33,612,119</b>	<b>33,473,527</b>	<b>33,473,527</b>	<b>33,473,527</b>

City of Philadelphia  
General Fund  
FY 2016 - 2020 Five Year Financial Plan  
Master Schedule

Department: **L+I - BOARD OF BUILDING STANDARDS**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	62,431	72,792	72,792	73,970	75,419	75,419	75,419	75,419
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>62,431</b>	<b>72,792</b>	<b>72,792</b>	<b>73,970</b>	<b>75,419</b>	<b>75,419</b>	<b>75,419</b>	<b>75,419</b>

City of Philadelphia  
General Fund  
FY 2016 - 2020 Five Year Financial Plan  
Master Schedule

Department: **L+I - BOARD OF L+I REVIEW**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	125,229	153,629	157,564	157,354	159,201	159,201	159,201	159,201
Class 200 - Contracts / Leases	8,364	10,436	10,436	10,436	10,436	10,436	10,436	10,436
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>133,593</b>	<b>164,065</b>	<b>168,000</b>	<b>167,790</b>	<b>169,637</b>	<b>169,637</b>	<b>169,637</b>	<b>169,637</b>

City of Philadelphia  
General Fund  
FY 2016 - 2020 Five Year Financial Plan  
Master Schedule

Department: **L+I - ZONING BOARD OF ADJUSTMENT**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	322,552	322,856	343,511	337,749	337,749	337,749	337,749	337,749
Class 200 - Contracts / Leases	34,540	34,541	34,541	34,541	34,541	34,541	34,541	34,541
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>357,092</b>	<b>357,397</b>	<b>378,052</b>	<b>372,290</b>	<b>372,290</b>	<b>372,290</b>	<b>372,290</b>	<b>372,290</b>

City of Philadelphia  
General Fund  
FY 2016 - 2020 Five Year Financial Plan  
Master Schedule

Department: **MANAGING DIRECTOR**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	15,697,636	16,050,903	16,385,926	16,316,293	16,318,636	16,018,636	16,018,636	16,018,636
Class 200 - Contracts / Leases	17,841,064	18,155,458	18,220,458	17,589,271	17,589,271	17,549,271	17,549,271	17,549,271
Class 300/400 - Supplies, Equipment	508,630	526,819	761,819	538,979	538,979	503,979	503,979	503,979
Class 500 - Indemnities / Contributions	346,581	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>34,393,911</b>	<b>34,733,180</b>	<b>35,368,203</b>	<b>34,444,543</b>	<b>34,446,886</b>	<b>34,071,886</b>	<b>34,071,886</b>	<b>34,071,886</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **MANAGING DIRECTOR - LEGAL SERVICES**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	40,596,067	41,827,017	42,603,468	43,159,131	43,159,131	44,159,131	44,159,131	44,159,131
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>40,596,067</b>	<b>41,827,017</b>	<b>42,603,468</b>	<b>43,159,131</b>	<b>43,159,131</b>	<b>44,159,131</b>	<b>44,159,131</b>	<b>44,159,131</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **MAYOR**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	3,956,370	4,151,380	4,262,809	4,166,124	4,166,124	4,166,124	4,166,124	4,166,124
Class 200 - Contracts / Leases	876,343	1,040,336	1,040,336	990,336	990,336	990,336	990,336	990,336
Class 300/400 - Supplies, Equipment	34,529	50,165	50,165	50,165	50,165	50,165	50,165	50,165
Class 500 - Indemnities / Contributions	189,205	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>5,056,447</b>	<b>5,241,881</b>	<b>5,353,310</b>	<b>5,206,625</b>	<b>5,206,625</b>	<b>5,206,625</b>	<b>5,206,625</b>	<b>5,206,625</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **MAYOR - SCHOLARSHIPS**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	0	0	0	0	0	0
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **MAYOR'S OFFICE OF COMMUNITY EMPOWERMENT & OPPORTUNITY**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	0	0	605,000	605,000	605,000	500,000	500,000	500,000
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>605,000</b>	<b>605,000</b>	<b>605,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **MAYOR'S OFFICE OF TRANSPORTATION & UTILITIES**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	517,740	498,887	531,512	474,340	474,340	474,340	474,340	474,340
Class 200 - Contracts / Leases	191,197	289,930	289,930	259,930	259,930	259,930	259,930	259,930
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>708,937</b>	<b>788,817</b>	<b>821,442</b>	<b>734,270</b>	<b>734,270</b>	<b>734,270</b>	<b>734,270</b>	<b>734,270</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **MURAL ARTS PROGRAM**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	446,350	449,625	461,779	464,216	464,216	464,216	464,216	464,216
Class 200 - Contracts / Leases	1,139,896	1,001,800	1,001,800	1,181,800	1,151,800	1,151,800	1,151,800	1,151,800
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,586,246</b>	<b>1,451,425</b>	<b>1,463,579</b>	<b>1,646,016</b>	<b>1,616,016</b>	<b>1,616,016</b>	<b>1,616,016</b>	<b>1,616,016</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **OFFICE OF ARTS AND CULTURE AND THE CREATIVE ECONOMY**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	98,456	199,800	201,105	201,367	201,367	201,367	201,367	201,367
Class 200 - Contracts / Leases	391,950	393,800	393,800	593,800	593,800	593,800	593,800	593,800
Class 300/400 - Supplies, Equipment	455	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Class 500 - Indemnities / Contributions	2,070,688	3,370,688	3,370,688	2,070,688	2,070,688	2,070,688	2,070,688	2,070,688
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>2,561,549</b>	<b>3,971,288</b>	<b>3,972,593</b>	<b>2,872,855</b>	<b>2,872,855</b>	<b>2,872,855</b>	<b>2,872,855</b>	<b>2,872,855</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **OFFICE OF BEHAVIORAL HEALTH AND INTELLECTUAL DISABILITY**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	974,425	969,170	991,846	1,000,066	1,010,566	1,010,566	1,010,566	1,010,566
Class 200 - Contracts / Leases	12,693,482	12,975,510	12,975,510	12,875,510	12,875,510	12,875,510	12,875,510	12,875,510
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>13,667,907</b>	<b>13,944,680</b>	<b>13,967,356</b>	<b>13,875,576</b>	<b>13,886,076</b>	<b>13,886,076</b>	<b>13,886,076</b>	<b>13,886,076</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department:

**OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	4,009,500	3,020,000	2,570,000	2,520,000	2,520,000	2,520,000	2,520,000	2,520,000
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	50,959	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>4,060,459</b>	<b>3,020,000</b>	<b>2,570,000</b>	<b>2,520,000</b>	<b>2,520,000</b>	<b>2,520,000</b>	<b>2,520,000</b>	<b>2,520,000</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department:

**OFFICE OF HUMAN RESOURCES**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	4,548,099	5,145,299	5,296,000	5,399,621	5,403,578	5,403,578	5,403,578	5,403,578
Class 200 - Contracts / Leases	892,958	802,070	802,070	964,070	802,070	964,070	802,070	802,070
Class 300/400 - Supplies, Equipment	56,209	69,932	69,932	69,932	69,932	69,932	69,932	69,932
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>5,497,266</b>	<b>6,017,301</b>	<b>6,168,002</b>	<b>6,433,623</b>	<b>6,275,580</b>	<b>6,437,580</b>	<b>6,275,580</b>	<b>6,275,580</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department:

**OFFICE OF INNOVATION AND TECHNOLOGY**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	17,258,239	19,408,977	19,304,801	19,593,881	20,127,963	20,127,963	20,127,963	20,127,963
Class 200 - Contracts / Leases	27,869,547	31,110,764	31,553,979	30,465,764	30,115,764	30,665,764	30,115,764	30,115,764
Class 300/400 - Supplies, Equipment	1,694,077	1,169,939	1,169,939	3,319,939	3,294,659	3,269,939	3,269,939	3,269,939
Class 500 - Indemnities / Contributions	750	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>46,822,613</b>	<b>51,689,680</b>	<b>52,028,719</b>	<b>53,379,584</b>	<b>53,538,386</b>	<b>54,063,666</b>	<b>53,513,666</b>	<b>53,513,666</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department:

**OFFICE OF THE INSPECTOR GENERAL**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	1,215,491	1,326,369	1,363,222	1,470,611	1,470,611	1,408,111	1,408,111	1,408,111
Class 200 - Contracts / Leases	182,183	192,975	192,975	192,975	192,975	192,975	192,975	192,975
Class 300/400 - Supplies, Equipment	3,045	5,225	5,225	5,225	5,225	5,225	5,225	5,225
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,400,719</b>	<b>1,524,569</b>	<b>1,561,422</b>	<b>1,668,811</b>	<b>1,668,811</b>	<b>1,606,311</b>	<b>1,606,311</b>	<b>1,606,311</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **OFFICE OF PROPERTY ASSESSMENT**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	9,313,967	10,717,187	10,364,758	10,424,420	10,634,139	10,634,139	10,634,139	10,634,139
Class 200 - Contracts / Leases	1,142,853	2,774,390	2,774,390	2,078,126	1,078,126	1,078,126	1,078,126	1,078,126
Class 300/400 - Supplies, Equipment	411,464	794,600	794,600	782,600	782,600	782,600	782,600	782,600
Class 500 - Indemnities / Contributions	7,500	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>10,875,784</b>	<b>14,286,177</b>	<b>13,933,748</b>	<b>13,285,146</b>	<b>12,494,865</b>	<b>12,494,865</b>	<b>12,494,865</b>	<b>12,494,865</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **OFFICE OF SUPPORTIVE HOUSING**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	7,877,851	7,980,900	8,263,759	8,281,213	8,421,443	8,421,443	8,421,443	8,421,443
Class 200 - Contracts / Leases	36,866,677	35,616,621	36,586,621	36,586,621	36,586,621	36,586,621	36,586,621	36,586,621
Class 300/400 - Supplies, Equipment	340,878	344,127	344,127	344,127	344,127	344,127	344,127	344,127
Class 500 - Indemnities / Contributions	70,399	32,421	32,421	32,421	32,421	32,421	32,421	32,421
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>45,155,805</b>	<b>43,974,069</b>	<b>45,226,928</b>	<b>45,244,382</b>	<b>45,384,612</b>	<b>45,384,612</b>	<b>45,384,612</b>	<b>45,384,612</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **OFFICE OF SUSTAINABILITY**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages				537,979	537,979	537,979	537,979	537,979
Class 200 - Contracts / Leases				279,508	279,508	279,508	279,508	279,508
Class 300/400 - Supplies, Equipment				17,840	17,840	17,840	17,840	17,840
Class 500 - Indemnities / Contributions				0	0	0	0	0
Class 700 - Debt Service				0	0	0	0	0
Class 800 - Payments to Other Funds				0	0	0	0	0
Class 900 - Advances / Misc. Payments				0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>835,327</b>	<b>835,327</b>	<b>835,327</b>	<b>835,327</b>	<b>835,327</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **PARKS AND RECREATION**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	41,007,643	41,280,955	42,617,565	43,429,053	43,886,251	43,886,251	43,886,251	43,886,251
Class 200 - Contracts / Leases	6,374,442	6,214,525	6,246,525	9,319,525	9,319,525	9,319,525	9,319,525	9,319,525
Class 300/400 - Supplies, Equipment	2,895,940	2,593,805	2,753,805	2,673,805	2,673,805	2,673,805	2,673,805	2,673,805
Class 500 - Indemnities / Contributions	4,088,702	2,502,500	2,477,500	2,289,500	2,289,500	2,289,500	2,289,500	2,289,500
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>54,366,727</b>	<b>52,591,785</b>	<b>54,095,395</b>	<b>57,711,883</b>	<b>58,169,081</b>	<b>58,169,081</b>	<b>58,169,081</b>	<b>58,169,081</b>



City of Philadelphia General Fund FY 2016 - 2020 Five Year Financial Plan Master Schedule								
Department:		POLICE						
Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	572,218,053	576,129,350	596,213,021	622,058,347	631,013,463	631,013,463	631,013,463	631,013,463
Class 200 - Contracts / Leases	7,016,142	7,262,807	7,262,807	7,262,807	7,262,807	7,262,807	7,262,807	7,262,807
Class 300/400 - Supplies, Equipment	8,643,947	9,117,502	9,799,702	13,417,702	12,917,702	12,917,702	12,917,702	12,917,702
Class 500 - Indemnities / Contributions	19,195,320	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>607,073,462</b>	<b>592,509,659</b>	<b>613,275,530</b>	<b>642,738,856</b>	<b>651,193,972</b>	<b>651,193,972</b>	<b>651,193,972</b>	<b>651,193,972</b>

City of Philadelphia General Fund FY 2016 - 2020 Five Year Financial Plan Master Schedule								
Department:		PRISONS						
Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	133,217,293	129,195,262	131,914,979	133,469,579	133,846,494	133,846,494	133,846,494	133,846,494
Class 200 - Contracts / Leases	105,797,455	105,064,622	105,064,622	105,351,301	105,351,301	105,351,301	105,351,301	105,351,301
Class 300/400 - Supplies, Equipment	4,768,000	5,240,173	5,240,173	4,768,744	4,768,744	4,768,744	4,768,744	4,768,744
Class 500 - Indemnities / Contributions	2,031,064	1,301,757	1,301,757	1,306,757	1,306,757	1,306,757	1,306,757	1,306,757
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>245,813,812</b>	<b>240,801,814</b>	<b>243,521,531</b>	<b>244,896,381</b>	<b>245,273,296</b>	<b>245,273,296</b>	<b>245,273,296</b>	<b>245,273,296</b>

City of Philadelphia General Fund FY 2016 - 2020 Five Year Financial Plan Master Schedule								
Department:		PROCUREMENT						
Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	2,167,029	2,330,132	2,428,558	2,472,351	2,504,399	2,504,399	2,504,399	2,504,399
Class 200 - Contracts / Leases	2,594,490	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	46,840	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
<b>Total</b>	<b>4,808,359</b>	<b>4,695,453</b>	<b>4,793,879</b>	<b>4,837,672</b>	<b>4,869,720</b>	<b>4,869,720</b>	<b>4,869,720</b>	<b>4,869,720</b>

City of Philadelphia General Fund FY 2016 - 2020 Five Year Financial Plan Master Schedule								
Department:		PUBLIC HEALTH						
Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	43,438,285	48,493,089	50,107,392	50,298,254	50,960,468	50,960,468	50,960,468	50,960,468
Class 200 - Contracts / Leases	60,457,775	60,963,510	60,113,510	59,953,424	59,953,424	59,953,424	59,953,424	59,953,424
Class 300/400 - Supplies, Equipment	5,413,267	5,490,768	5,490,768	5,490,768	5,490,768	5,490,768	5,490,768	5,490,768
Class 500 - Indemnities / Contributions	137,658	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	500,000	500,000	500,000	500,000	500,000
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>109,946,985</b>	<b>115,447,367</b>	<b>116,211,670</b>	<b>116,242,446</b>	<b>116,904,660</b>	<b>116,904,660</b>	<b>116,904,660</b>	<b>116,904,660</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **PUBLIC PROPERTY**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	7,603,734	8,023,182	8,444,555	8,400,083	8,468,847	8,468,847	8,468,847	8,468,847
Class 200 - Contracts / Leases	25,368,668	25,802,127	26,011,127	26,787,008	26,537,008	26,537,008	26,537,008	26,537,008
Class 300/400 - Supplies, Equipment	1,207,694	1,338,535	1,338,535	1,338,535	1,338,535	1,338,535	1,338,535	1,338,535
Class 500 - Indemnities / Contributions	15,525,796	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	25,935,941	22,552,897	34,052,897	23,367,706	24,494,205	25,679,522	26,926,774	28,239,242
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>75,641,833</b>	<b>57,716,741</b>	<b>69,847,114</b>	<b>59,893,332</b>	<b>60,838,595</b>	<b>62,023,912</b>	<b>63,271,164</b>	<b>64,583,632</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **PUBLIC PROPERTY - SEPTA SUBSIDY**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	66,016,000	70,415,000	70,415,000	74,215,000	78,315,000	82,801,000	87,534,000	92,537,000
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>66,016,000</b>	<b>70,415,000</b>	<b>70,415,000</b>	<b>74,215,000</b>	<b>78,315,000</b>	<b>82,801,000</b>	<b>87,534,000</b>	<b>92,537,000</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **PUBLIC PROPERTY - SPACE RENTALS**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	19,098,115	20,521,298	20,521,298	20,624,429	20,432,717	21,404,733	21,813,510	22,231,300
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>19,098,115</b>	<b>20,521,298</b>	<b>20,521,298</b>	<b>20,624,429</b>	<b>20,432,717</b>	<b>21,404,733</b>	<b>21,813,510</b>	<b>22,231,300</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **PUBLIC PROPERTY - UTILITIES**

Expenditure Class	FY14 Actual	FY15 Adopted Budget*	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	30,200,402	30,976,166	30,976,166	33,092,334	30,138,338	31,144,890	32,185,261	33,260,589
Class 300/400 - Supplies, Equipment	0	0	0	0	0	0	0	0
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>30,200,402</b>	<b>30,976,166</b>	<b>30,976,166</b>	<b>33,092,334</b>	<b>30,138,338</b>	<b>31,144,890</b>	<b>32,185,261</b>	<b>33,260,589</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **RECORDS**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	2,659,040	2,997,796	3,183,572	3,058,832	3,083,221	3,083,221	3,083,221	3,083,221
Class 200 - Contracts / Leases	1,536,066	1,538,779	1,538,779	1,618,779	1,538,779	1,538,779	1,538,779	1,538,779
Class 300/400 - Supplies, Equipment	143,303	143,758	143,758	143,758	143,758	143,758	143,758	143,758
Class 500 - Indemnities / Contributions	1,456	1,456	1,456	1,456	1,456	1,456	1,456	1,456
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>4,339,865</b>	<b>4,681,789</b>	<b>4,867,565</b>	<b>4,822,825</b>	<b>4,767,214</b>	<b>4,767,214</b>	<b>4,767,214</b>	<b>4,767,214</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **REGISTER OF WILLS**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	3,183,909	3,224,645	3,230,910	3,232,166	3,232,166	3,232,166	3,232,166	3,232,166
Class 200 - Contracts / Leases	43,084	75,486	75,486	75,486	75,486	75,486	75,486	75,486
Class 300/400 - Supplies, Equipment	62,570	33,210	33,210	33,210	33,210	33,210	33,210	33,210
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>3,289,563</b>	<b>3,333,341</b>	<b>3,339,606</b>	<b>3,340,862</b>	<b>3,340,862</b>	<b>3,340,862</b>	<b>3,340,862</b>	<b>3,340,862</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **REVENUE**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	15,368,046	17,764,545	18,166,344	19,617,564	19,801,782	19,801,782	19,801,782	19,801,782
Class 200 - Contracts / Leases	4,192,789	4,101,449	4,726,449	5,352,949	5,383,949	4,717,949	4,717,949	4,717,949
Class 300/400 - Supplies, Equipment	599,825	571,076	646,076	800,976	785,976	575,976	575,976	575,976
Class 500 - Indemnities / Contributions	50,191	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>20,210,851</b>	<b>22,437,070</b>	<b>23,538,869</b>	<b>25,771,489</b>	<b>25,971,707</b>	<b>25,095,707</b>	<b>25,095,707</b>	<b>25,095,707</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department: **SHERIFF**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	17,091,441	17,032,412	17,104,545	17,104,325	17,109,577	17,109,577	17,109,577	17,109,577
Class 200 - Contracts / Leases	347,502	990,587	990,587	715,267	715,267	715,267	715,267	715,267
Class 300/400 - Supplies, Equipment	483,740	471,647	471,647	393,207	393,207	393,207	393,207	393,207
Class 500 - Indemnities / Contributions	400,522	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>18,323,205</b>	<b>18,494,646</b>	<b>18,566,779</b>	<b>18,212,799</b>	<b>18,218,051</b>	<b>18,218,051</b>	<b>18,218,051</b>	<b>18,218,051</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department:

**SINKING FUND COMMISSION (DEBT SERVICE)**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	0	0	0	0	0	0	0	0
Class 200 - Contracts / Leases	93,450,829	111,217,306	111,217,306	104,546,913	109,348,382	118,335,542	89,323,458	80,243,669
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	122,481,480	136,578,259	133,851,136	141,398,213	150,739,489	160,299,501	178,555,377	178,872,498
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>215,932,309</b>	<b>247,795,565</b>	<b>245,068,442</b>	<b>245,945,126</b>	<b>260,087,871</b>	<b>278,635,043</b>	<b>267,878,835</b>	<b>259,116,167</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department:

**STREETS - SANITATION**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	48,199,455	45,208,603	52,006,455	50,238,759	50,292,850	50,292,850	50,292,850	50,292,850
Class 200 - Contracts / Leases	37,474,928	38,807,117	38,807,117	40,393,117	41,178,624	41,982,296	42,804,139	43,638,556
Class 300/400 - Supplies, Equipment	1,595,945	1,608,212	1,608,212	1,608,212	1,608,212	1,608,212	1,608,212	1,608,212
Class 500 - Indemnities / Contributions	13,932,370	48,171	48,171	48,171	48,171	48,171	48,171	48,171
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
<b>Total</b>	<b>101,202,698</b>	<b>85,672,103</b>	<b>92,469,955</b>	<b>92,288,259</b>	<b>93,127,857</b>	<b>93,931,529</b>	<b>94,753,372</b>	<b>95,587,789</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department:

**STREETS - TRANSPORTATION**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	22,508,108	22,258,233	22,258,233	22,485,373	22,764,754	22,764,754	22,764,754	22,764,754
Class 200 - Contracts / Leases	10,837,679	7,476,338	7,476,338	8,426,338	8,426,338	8,426,338	8,426,338	8,426,338
Class 300/400 - Supplies, Equipment	3,408,869	2,201,750	2,201,750	2,201,750	2,201,750	2,201,750	2,201,750	2,201,750
Class 500 - Indemnities / Contributions	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	340,000	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>36,754,656</b>	<b>31,941,321</b>	<b>32,281,321</b>	<b>33,118,461</b>	<b>33,397,842</b>	<b>33,397,842</b>	<b>33,397,842</b>	<b>33,397,842</b>

**City of Philadelphia**  
**General Fund**  
**FY 2016 - 2020 Five Year Financial Plan**  
**Master Schedule**

Department:

**YOUTH COMMISSION**

Expenditure Class	FY14 Actual	FY15 Adopted Budget	FY15 Current Target	FY16 Estimate	FY17 Estimate	FY18 Estimate	FY19 Estimate	FY20 Estimate
Class 100 - Wages	72,688	90,000	92,216	92,660	92,660	92,660	92,660	92,660
Class 200 - Contracts / Leases	8,144	46,000	46,000	46,000	46,000	46,000	46,000	46,000
Class 300/400 - Supplies, Equipment	2,319	4,080	4,080	4,080	4,080	4,080	4,080	4,080
Class 500 - Indemnities / Contributions	0	0	0	0	0	0	0	0
Class 700 - Debt Service	0	0	0	0	0	0	0	0
Class 800 - Payments to Other Funds	0	0	0	0	0	0	0	0
Class 900 - Advances / Misc. Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>83,151</b>	<b>140,080</b>	<b>142,296</b>	<b>142,740</b>	<b>142,740</b>	<b>142,740</b>	<b>142,740</b>	<b>142,740</b>

## EXHIBIT A

## SOURCES OF FUNDS

		2016 (in thousands)	2017 (in thousands)	2018 (in thousands)	2019 (in thousands)	2020 (in thousands)	2021 (in thousands)	2016-2021 (in thousands)
<b>City Funds--Tax Supported</b>								
CT	Carried-Forward Loans	\$ 326,185	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 326,185
CR	Operating Revenue	\$ 24,764	\$ 4,014	\$ 2,514	\$ 2,514	\$ 2,514	\$ 2,514	\$ 38,834
CN	New Loans	\$ 169,563	\$ 142,331	\$ 134,592	\$ 130,675	\$ 127,011	\$ 127,201	\$ 831,373
CA	Prefinanced Loans	\$ 9,599	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,599
A	PICA Prefinanced Loans	\$ 7,507	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,507
<b>City Funds--Self Sustaining</b>								
XT	Self-Sustaining Carried-Forward Loans	\$ 811,167	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 811,167
XR	Self Sustaining Operating Revenue	\$ 150,276	\$ 79,297	\$ 86,295	\$ 81,579	\$ 86,502	\$ 95,485	\$ 579,434
XN	Self Sustaining New Loans	\$ 501,750	\$ 465,811	\$ 449,493	\$ 454,736	\$ 456,444	\$ 440,776	\$ 2,769,010
<b>Other City Funds</b>								
Z	Revolving Funds	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
<b>Other Than City Funds</b>								
TT	Carried-Forward Other Government	\$ 2,714	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,714
TO	Other Governments Off Budget	\$ 2,253	\$ 2,429	\$ 1,746	\$ 1,744	\$ 1,684	\$ 1,573	\$ 11,429
TB	Other Governments	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000
ST	Carried-Forward State	\$ 100,523	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,523
SO	State Off Budget	\$ 181,842	\$ 207,356	\$ 213,810	\$ 214,097	\$ 214,122	\$ 211,865	\$ 1,243,092
SB	State	\$ 35,850	\$ 36,126	\$ 41,210	\$ 43,046	\$ 41,259	\$ 40,861	\$ 238,352
PT	Carried-Forward Private	\$ 114,046	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 114,046
PB	Private	\$ 183,008	\$ 146,978	\$ 146,671	\$ 151,561	\$ 166,688	\$ 164,113	\$ 959,019
FT	Carried-Forward Federal	\$ 154,189	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 154,189
FO	Federal Off Budget	\$ 74,565	\$ 60,394	\$ 47,722	\$ 25,382	\$ 14,449	\$ -	\$ 222,512
FB	Federal	\$ 110,450	\$ 79,749	\$ 82,633	\$ 77,215	\$ 89,618	\$ 81,797	\$ 521,462
<b>TOTAL--ALL FUNDS</b>		<b>\$ 2,982,251</b>	<b>\$ 1,224,485</b>	<b>\$ 1,206,686</b>	<b>\$ 1,182,549</b>	<b>\$ 1,200,291</b>	<b>\$ 1,166,185</b>	<b>\$ 8,962,447</b>

Note: Off-budget amounts are shown in this FY2016-2021 Capital *Program* ordinance, but they are *not* shown in the FY2016 Capital *Budget* ordinance.

2016	2017	2018	2019	2020	2021	2016 - 2021
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

## ART MUSEUM

### ART MUSEUM COMPLEX - CAPITAL

1	Philadelphia Museum of Art - Building Rehabilitation	4,500 4,500 CN	4,500 4,500 CN	3,000 3,000 CN	3,000 3,000 CN	3,000 3,000 CN	3,000 3,000 CN	21,000 21,000 CN
1A	Philadelphia Museum of Art - Building Rehabilitation-FY15	3,000 3,000 CT						3,000 3,000 CT
1B	Philadelphia Museum of Art - Building Rehabilitation-FY14	500 500 CT						500 500 CT
1C	Philadelphia Museum of Art - Building Rehabilitation-FY13	601 601 CT						601 601 CT
<b>ART MUSEUM COMPLEX - CAPITAL</b>		8,601 4,500 CN 4,101 CT	4,500 4,500 CN	3,000 3,000 CN	3,000 3,000 CN	3,000 3,000 CN	3,000 3,000 CN	25,101 21,000 CN 4,101 CT
<b>ART MUSEUM</b>		8,601 4,500 CN 4,101 CT	4,500 4,500 CN	3,000 3,000 CN	3,000 3,000 CN	3,000 3,000 CN	3,000 3,000 CN	25,101 21,000 CN 4,101 CT

2016	2017	2018	2019	2020	2021	2016 - 2021
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

## AVIATION

### NORTHEAST PHILADELPHIA AIRPORT

2	Airfield Improvements	3,000	1,556	1,722	1,583	978	639	9,478
	450 FB	225 FB	225 FB	225 FB	90 FB	45 FB		1,260 FB
	150 SB	75 SB	75 SB	75 SB	30 SB	15 SB		420 SB
	1,900 XN	950 XN	950 XN	950 XN	380 XN	190 XN		5,320 XN
	500 XR	306 XR	472 XR	333 XR	478 XR	389 XR		2,478 XR
2A	Airfield Improvements-FY15	1,600						1,600
	1,500 FT							1,500 FT
	100 ST							100 ST
2B	Airfield Improvements-FY14	150						150
	150 XR							150 XR
3	Improvements to Existing Facilities	2,750	1,681	2,597	1,833	2,628	2,139	13,628
	450 FB	275 FB	425 FB	300 FB	430 FB	350 FB		2,230 FB
	100 SB	61 SB	94 SB	67 SB	96 SB	78 SB		496 SB
	1,700 XN	1,039 XN	1,606 XN	1,133 XN	1,624 XN	1,322 XN		8,424 XN
	500 XR	306 XR	472 XR	333 XR	478 XR	389 XR		2,478 XR
3A	Improvements to Existing Facilities-FY15	850						850
	250 FT							250 FT
	500 ST							500 ST
	100 XR							100 XR
NORTHEAST PHILADELPHIA AIRPORT		8,350	3,237	4,319	3,416	3,606	2,778	25,706
	900 FB	500 FB	650 FB	525 FB	520 FB	395 FB		3,490 FB
	1,750 FT							1,750 FT
	250 SB	136 SB	169 SB	142 SB	126 SB	93 SB		916 SB
	600 ST							600 ST
	3,600 XN	1,989 XN	2,556 XN	2,083 XN	2,004 XN	1,512 XN		13,744 XN
	1,250 XR	612 XR	944 XR	666 XR	956 XR	778 XR		5,206 XR



		2016	2017	2018	2019	2020	2021	2016 - 2021
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>PHILADELPHIA INTERNATIONAL AIRPORT</b>								
4	Airfield Improvements	29,700	30,001	26,500	21,500	20,500	16,500	144,701
	2,000 PB	2,195 PB	1,992 PB	1,585 PB	1,504 PB	1,341 PB	10,617 PB	
	2,000 SB	1,686 SB	1,388 SB	1,185 SB	1,144 SB	671 SB	8,074 SB	
	23,700 XN	24,434 XN	21,732 XN	17,545 XN	16,708 XN	13,817 XN	117,936 XN	
	2,000 XR	1,686 XR	1,388 XR	1,185 XR	1,144 XR	671 XR	8,074 XR	
4A	Airfield Improvements-FY15	8,000						8,000
	1,000 FT							1,000 FT
	5,000 PT							5,000 PT
	1,000 ST							1,000 ST
	1,000 XR							1,000 XR
4B	Terminal D-E Apron Reconstruction-FY11	6,250						6,250
	6,250 PT							6,250 PT
4C	Airfield Renovations & Additions-FY11	2,500						2,500
	2,500 FT							2,500 FT
5	Improvements to Existing Facilities	137,241	155,957	95,131	73,939	65,202	51,477	578,947
	1,000 FB	1,746 FB	1,040 FB	1,480 FB	1,120 FB	794 FB	7,180 FB	
	63,558 PB	62,020 PB	36,405 PB	22,421 PB	20,468 PB	17,536 PB	222,408 PB	
	3,850 SB	5,135 SB	3,255 SB	2,922 SB	2,545 SB	1,908 SB	19,615 SB	
	61,333 XN	76,504 XN	47,385 XN	41,420 XN	35,760 XN	27,297 XN	289,699 XN	
	7,500 XR	10,552 XR	7,046 XR	5,696 XR	5,309 XR	3,942 XR	40,045 XR	

		2016	2017	2018	2019	2020	2021	2016 - 2021
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
5A	Improvements to Existing Facilities-FY15	68,500 7,000 FT 29,000 PT 5,000 ST 2,500 XR 25,000 XT						68,500 7,000 FT 29,000 PT 5,000 ST 2,500 XR 25,000 XT
5B	Improvements to Existing Facilities-FY14	8,000 8,000 XT						8,000 8,000 XT
5C	Noise Compatibility Program-FY12	2,000 1,000 FT 1,000 XR						2,000 1,000 FT 1,000 XR
6	Airport Safety and Security Projects	12,000 1,000 FB 5,000 PB 100 SB 4,900 XN 1,000 XR	6,924 577 FB 2,885 PB 58 SB 2,827 XN 577 XR	10,616 885 FB 4,423 PB 88 SB 4,335 XN 885 XR	9,924 827 FB 4,135 PB 83 SB 4,052 XN 827 XR	9,000 750 FB 3,750 PB 75 SB 3,675 XN 750 XR	3,693 308 FB 1,538 PB 31 SB 1,508 XN 308 XR	52,157 4,347 FB 21,731 PB 435 SB 21,297 XN 4,347 XR
6A	Airport Safety & Security Projects-FY15	22,000 7,500 FT 7,000 PT 1,500 ST 1,000 XR 5,000 XT						22,000 7,500 FT 7,000 PT 1,500 ST 1,000 XR 5,000 XT
6B	Airport Safety & Security Projects-FY14	2,000 2,000 XT						2,000 2,000 XT
7	Capacity Enhancement Program	333,988 39,000 FB 97,500 PB 5,800 SB 181,588 XN 10,100 XR	230,491 27,676 FB 65,858 PB 3,761 SB 126,337 XN 6,859 XR	276,726 25,358 FB 93,831 PB 7,010 SB 141,140 XN 9,387 XR	311,439 22,783 FB 116,400 PB 9,714 SB 151,135 XN 11,407 XR	336,222 24,178 FB 126,446 PB 10,619 SB 162,604 XN 12,375 XR	352,187 25,050 FB 133,078 PB 11,008 SB 170,038 XN 13,013 XR	1,841,053 164,045 FB 633,113 PB 47,912 SB 932,842 XN 63,141 XR

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
7A Capacity Enhancement Program-FY15	197,000						197,000
	10,000 FT						10,000 FT
	25,000 PT						25,000 PT
	2,000 ST						2,000 ST
	10,000 XR						10,000 XR
	150,000 XT						150,000 XT
7B Airport Expansion Program-FY11	1,000						1,000
	1,000 XR						1,000 XR
7C Snow Removal Equipment Acquisition-FY08	5,000						5,000
	5,000 XT						5,000 XT
7D Terminal Expansion and Modernization Program-FY10	5,000						5,000
	5,000 XR						5,000 XR
<b>PHILADELPHIA INTERNATIONAL AIRPORT</b>	840,179	423,373	408,973	416,802	430,924	423,857	2,944,108
	41,000 FB	29,999 FB	27,283 FB	25,090 FB	26,048 FB	26,152 FB	175,572 FB
	29,000 FT						29,000 FT
	168,058 PB	132,958 PB	136,651 PB	144,541 PB	152,168 PB	153,493 PB	887,869 PB
	72,250 PT						72,250 PT
	11,750 SB	10,640 SB	11,741 SB	13,904 SB	14,383 SB	13,618 SB	76,036 SB
	9,500 ST						9,500 ST
	271,521 XN	230,102 XN	214,592 XN	214,152 XN	218,747 XN	212,660 XN	1,361,774 XN
	42,100 XR	19,674 XR	18,706 XR	19,115 XR	19,578 XR	17,934 XR	137,107 XR
	195,000 XT						195,000 XT
<b>AVIATION</b>	848,529	426,610	413,292	420,218	434,530	426,635	2,969,814
	41,900 FB	30,499 FB	27,933 FB	25,615 FB	26,568 FB	26,547 FB	179,062 FB
	30,750 FT						30,750 FT
	168,058 PB	132,958 PB	136,651 PB	144,541 PB	152,168 PB	153,493 PB	887,869 PB
	72,250 PT						72,250 PT
	12,000 SB	10,776 SB	11,910 SB	14,046 SB	14,509 SB	13,711 SB	76,952 SB
	10,100 ST						10,100 ST
	275,121 XN	232,091 XN	217,148 XN	216,235 XN	220,751 XN	214,172 XN	1,375,518 XN
	43,350 XR	20,286 XR	19,650 XR	19,781 XR	20,534 XR	18,712 XR	142,313 XR
	195,000 XT						195,000 XT

2016	2017	2018	2019	2020	2021	2016 - 2021
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

## COMMERCE

### COMMERCIAL DEVELOPMENT

8	Neighborhood Commercial Centers - Site Improvements	17,600 3 CA 11,497 CN 1,850 PB 4,250 SB	13,000 CN	5,000 CN	5,000 CN	5,000 CN	5,000 CN	50,600 3 CA 44,497 CN 1,850 PB 4,250 SB
8A	Neighborhood Commercial Centers - Site Improvements-FY15	9,350 9,350 CT						9,350 9,350 CT
8B	Neighborhood Commercial Centers - Site Improvements-FY14	5,000 5,000 CT						5,000 5,000 CT

		2016	2017	2018	2019	2020	2021	2016 - 2021
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
8C	Neighborhood Commercial Centers - Site Improvements-FY13	4,335 4,335 CT						4,335 4,335 CT
8D	Neighborhood Commercial Centers - Site Improvements-FY12	2,924 2,924 CT						2,924 2,924 CT
<b>COMMERCIAL DEVELOPMENT</b>		39,209 3 CA 11,497 CN 21,609 CT 1,850 PB 4,250 SB	13,000 13,000 CN	5,000 5,000 CN	5,000 5,000 CN	5,000 5,000 CN	5,000 5,000 CN	72,209 3 CA 44,497 CN 21,609 CT 1,850 PB 4,250 SB
<b>INDUSTRIAL DEVELOPMENT</b>								
9	Industrial Districts	2,000 1,000 CN 1,000 SB	1,750 750 CN 1,000 SB	2,500 1,500 CN 1,000 SB	2,500 1,500 CN 1,000 SB	2,500 1,500 CN 1,000 SB	2,500 1,500 CN 1,000 SB	13,750 7,750 CN 6,000 SB
9A	Industrial Districts-FY15	1,000 1,000 CT						1,000 1,000 CT
10	Navy Yard Infrastructure Improvements	1,400 1,400 CN	750 750 CN	1,500 1,500 CN	2,000 2,000 CN	1,000 1,000 CN	2,500 2,500 CN	9,150 9,150 CN
10A	Navy Yard Infrastructure Improvements-FY15	1,000 1,000 CT						1,000 1,000 CT
11	Environmental Assessment/Remediation		1,000 400 CN 200 FB 400 SB		1,000 400 CN 200 FB 400 SB		1,000 400 CN 200 FB 400 SB	3,000 1,200 CN 600 FB 1,200 SB

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
11A Environmental Assessment/Remediation-FY15	400 400 CT						400 400 CT
11B Environmental Assessment/Remediation-FY13	400 400 CT						400 400 CT
12 PIDC Landbank Improvements, Engineering and Administration	5,000 5,000 Z						5,000 5,000 Z
13 PIDC Landbank Acquisition & Improvements	10,000 10,000 Z						10,000 10,000 Z
<b>INDUSTRIAL DEVELOPMENT</b>	21,200 2,400 CN 2,800 CT  1,000 SB 15,000 Z	3,500 1,900 CN  200 FB 1,400 SB	4,000 3,000 CN  1,000 SB	5,500 3,900 CN 200 FB 1,400 SB	3,500 2,500 CN 1,000 SB	6,000 4,400 CN 200 FB 1,400 SB	43,700 18,100 CN 2,800 CT 600 FB 7,200 SB 15,000 Z
<b>WATERFRONT IMPROVEMENTS</b>							
14 Central Delaware River Waterfront	27,600 2,600 CN 25,000 FB	1,750 1,750 CN	2,500 2,500 CN	5,500 5,500 CN	6,500 6,500 CN	7,500 7,500 CN	51,350 26,350 CN 25,000 FB
14A Central Delaware River Waterfront-FY15	8,000 8,000 CT						8,000 8,000 CT

		2016	2017	2018	2019	2020	2021	2016 - 2021
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
15	Schuylkill River Waterfront	7,500 3,000 CN 500 FB 3,000 PB 1,000 SB	7,500 3,000 CN 500 FB 3,000 PB 1,000 SB	1,850 1,000 CN 500 FB 350 SB	1,000 1,000 CN	600 600 CN	1,000 1,000 CN	19,450 9,600 CN 1,500 FB 6,000 PB 2,350 SB
15A	Schuylkill River Waterfront-FY15	500 500 CT						500 500 CT
15B	Schuylkill River Waterfront-FY14	1,000 1,000 CT						1,000 1,000 CT
15C	Schuylkill River Waterfront-FY13	1,000 1,000 CT						1,000 1,000 CT
15D	Schuylkill River Waterfront-FY12	950 950 CT						950 950 CT
16	North Delaware River Waterfront	1,350 500 CN 500 FB 350 SB	1,150 300 CN 500 FB 350 SB	1,200 500 CN 350 FB 350 SB	1,200 500 CN 350 FB 350 SB	500 500 CN	1,000 1,000 CN	6,400 3,300 CN 1,700 FB 1,400 SB
16A	North Delaware River Waterfront-FY15	750 250 CT 500 FT						750 250 CT 500 FT
16B	North Delaware River Waterfront-FY14	300 300 CT						300 300 CT
16C	North Delaware River Waterfront-FY13	538 500 CT 38 FT						538 500 CT 38 FT



	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
16D North Delaware River Waterfront-FY11	153 153 CT						153 153 CT
16E North Delaware Riverfront Improvements-FY10	540 540 CT						540 540 CT
16F North Delaware Riverfront Improvements-FY09	944 944 CT						944 944 CT
<b>WATERFRONT IMPROVEMENTS</b>	51,125 6,100 CN 14,137 CT 26,000 FB 538 FT 3,000 PB 1,350 SB	10,400 5,050 CN 1,000 FB 3,000 PB 1,350 SB	5,550 4,000 CN 850 FB 700 SB	7,700 7,000 CN 350 FB 350 SB	7,600 7,600 CN	9,500 9,500 CN	91,875 39,250 CN 14,137 CT 28,200 FB 538 FT 6,000 PB 3,750 SB
<b>COMMERCE</b>	111,534 3 CA 19,997 CN 38,546 CT 26,000 FB 538 FT 4,850 PB 6,600 SB 15,000 Z	26,900 19,950 CN 1,200 FB 3,000 PB 2,750 SB	14,550 12,000 CN 850 FB 1,700 SB	18,200 15,900 CN 550 FB 1,750 SB	16,100 15,100 CN 1,000 SB	20,500 18,900 CN 200 FB 1,400 SB	207,784 3 CA 101,847 CN 38,546 CT 28,800 FB 538 FT 7,850 PB 15,200 SB 15,000 Z

2016	2017	2018	2019	2020	2021	2016 - 2021
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

## FINANCE

### CAPITAL PROJECTS

17	Improvements to Facilities	8,100 5,100 CN 3,000 TB	5,100 5,100 CN	5,100 5,100 CN	5,100 5,100 CN	5,100 5,100 CN	33,600 30,600 CN 3,000 TB
17A	Improvements to Facilities-FY15	5,100 5,100 CT					5,100 5,100 CT
17B	Improvements to Facilities-FY14	4,904 4,904 CT					4,904 4,904 CT
17C	Improvements to Facilities-FY13	4,612 4,612 CT					4,612 4,612 CT
17D	Improvements to Facilities-FY12	3,753 2,753 CT 1,000 PT					3,753 2,753 CT 1,000 PT
17E	Improvements to Facilities-FY11	4,067 3,135 CT 932 PT					4,067 3,135 CT 932 PT
17F	Improvements to Facilities-FY10	4,247 4,247 CT					4,247 4,247 CT
17G	Citywide Facilities-FY09	1,276 1,276 CT					1,276 1,276 CT
17H	Citywide Facilities-FY08	166 166 CT					166 166 CT

		2016	2017	2018	2019	2020	2021	2016 - 2021
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
17I	Citywide Facilities-FY07	734 734 CT						734 734 CT
17J	Citywide Facilities-FY06	257 257 CT						257 257 CT
17K	Citywide Facilities-FY05	55 55 CT						55 55 CT
17L	Citywide Facilities-FY04	568 568 CT						568 568 CT
17M	Citywide Facilities-FY03	56 56 CT						56 56 CT
17N	Citywide Facilities-FY02	22 22 CT						22 22 CT
17O	Citywide Facilities-FY01	102 102 CT						102 102 CT
17P	Citywide Facilities-FY00	87 87 CT						87 87 CT
17Q	Citywide Facilities-FY99	4 4 CT						4 4 CT
17R	Facilities Improvements-Citywide-FY97	58 58 CT						58 58 CT
18	New Voting Machines	22,000 22,000 CN						22,000 22,000 CN

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b><i>CAPITAL PROJECTS</i></b>	60,168	5,100	5,100	5,100	5,100	5,100	85,668
	27,100 CN	5,100 CN	5,100 CN	5,100 CN	5,100 CN	5,100 CN	52,600 CN
	28,136 CT						28,136 CT
	1,932 PT						1,932 PT
	3,000 TB						3,000 TB
<b>FINANCE</b>	60,168	5,100	5,100	5,100	5,100	5,100	85,668
	27,100 CN	5,100 CN	5,100 CN	5,100 CN	5,100 CN	5,100 CN	52,600 CN
	28,136 CT						28,136 CT
	1,932 PT						1,932 PT
	3,000 TB						3,000 TB

2016	2017	2018	2019	2020	2021	2016 - 2021
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

## FIRE

### FIRE FACILITIES

19	Fire Department Interior and Exterior Renovations	2,800 484 CA 2,316 CN	3,780 3,780 CN	7,950 7,950 CN	3,675 3,675 CN	3,105 3,105 CN	3,005 3,005 CN	24,315 484 CA 23,831 CN
19A	Fire Department Interior and Exterior Renovations-FY15	3,900 3,900 CT						3,900 3,900 CT
19B	Fire Department Interior and Exterior Renovations-FY14	2,268 944 A 1,324 CT						2,268 944 A 1,324 CT
19C	Fire Department Interior and Exterior Renovations-FY13	1,436 1,436 CT						1,436 1,436 CT
19D	Fire Department Interior and Exterior Renovations-FY12	1,377 1,377 CT						1,377 1,377 CT
19E	Fire Department Interior and Exterior Renovations-FY08	836 836 A						836 836 A
19F	Fire Department New Facility-FY12	9 9 CT						9 9 CT
19G	Fire Department New Facility-FY10	16 16 CT						16 16 CT

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b><i>FIRE FACILITIES</i></b>	12,642	3,780	7,950	3,675	3,105	3,005	34,157
1,780 A							1,780 A
484 CA							484 CA
2,316 CN	3,780 CN	7,950 CN	3,675 CN	3,105 CN	3,005 CN		23,831 CN
8,062 CT							8,062 CT
<b>FIRE</b>	12,642	3,780	7,950	3,675	3,105	3,005	34,157
1,780 A							1,780 A
484 CA							484 CA
2,316 CN	3,780 CN	7,950 CN	3,675 CN	3,105 CN	3,005 CN		23,831 CN
8,062 CT							8,062 CT

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>FLEET MANAGEMENT</b>							
<b><i>CAPITAL PROJECTS</i></b>							
20 Fleet Management Facilities	750	2,800	3,300	300	300	300	7,750
	750 CN	2,800 CN	3,300 CN	300 CN	300 CN	300 CN	7,750 CN
20A Fleet Management Facilities-FY15	5,479						5,479
	5,479 CT						5,479 CT
20B Fleet Management Facilities-FY14	379						379
	379 CT						379 CT
21 Fuel Tank Replacement	1,300	1,100	1,100	1,100	2,700	1,900	9,200
	900 CN	700 CN	700 CN	700 CN	2,300 CN	1,900 CN	7,200 CN
	400 PB	400 PB	400 PB	400 PB	400 PB		2,000 PB
21A Fuel Tank Replacement-FY15	1,306						1,306
	906 CT						906 CT
	400 PT						400 PT
21B Fuel Tank Replacement-FY14	262						262
	262 CT						262 CT
22 Vehicle Purchases	15,000	15,000	15,000	15,000	15,500	15,500	91,000
	4,300 CA						4,300 CA
	10,700 CN	15,000 CN	15,000 CN	15,000 CN	15,500 CN	15,500 CN	86,700 CN



	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b><i>CAPITAL PROJECTS</i></b>	24,476	18,900	19,400	16,400	18,500	17,700	115,376
4,300 CA							4,300 CA
12,350 CN		18,500 CN	19,000 CN	16,000 CN	18,100 CN	17,700 CN	101,650 CN
7,026 CT							7,026 CT
400 PB		400 PB	400 PB	400 PB	400 PB		2,000 PB
400 PT							400 PT
<b>FLEET MANAGEMENT</b>	24,476	18,900	19,400	16,400	18,500	17,700	115,376
4,300 CA							4,300 CA
12,350 CN		18,500 CN	19,000 CN	16,000 CN	18,100 CN	17,700 CN	101,650 CN
7,026 CT							7,026 CT
400 PB		400 PB	400 PB	400 PB	400 PB		2,000 PB
400 PT							400 PT

2016	2017	2018	2019	2020	2021	2016 - 2021
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

## FREE LIBRARY

### *LIBRARY FACILITIES - CAPITAL*

23	Free Library Improvements	3,500	275	275	2,000	2,975	2,355	11,380
		1,500 CN 2,000 PB	275 CN	275 CN	2,000 CN	2,975 CN	2,355 CN	9,380 CN 2,000 PB
23A	Free Library Improvements-FY15	2,182 2,182 CT						2,182 2,182 CT
23B	Free Library Improvements-FY14	4,810 1,310 A 1,500 CT 2,000 PT						4,810 1,310 A 1,500 CT 2,000 PT
23C	Free Library Improvements-FY13	4,905 2,905 CT 2,000 PT						4,905 2,905 CT 2,000 PT
23D	Free Library Improvements-FY12	1,535 1,535 CT						1,535 1,535 CT
23E	Free Library Improvements-FY11	998 998 CT						998 998 CT
23F	Free Library Improvements-FY10	742 742 CT						742 742 CT

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
23G Free Library Improvements-FY09	342						342
	342 CT						342 CT
<b>LIBRARY FACILITIES - CAPITAL</b>	19,014	275	275	2,000	2,975	2,355	26,894
	1,310 A						1,310 A
	1,500 CN	275 CN	275 CN	2,000 CN	2,975 CN	2,355 CN	9,380 CN
	10,204 CT						10,204 CT
	2,000 PB						2,000 PB
	4,000 PT						4,000 PT
<b>FREE LIBRARY</b>	19,014	275	275	2,000	2,975	2,355	26,894
	1,310 A						1,310 A
	1,500 CN	275 CN	275 CN	2,000 CN	2,975 CN	2,355 CN	9,380 CN
	10,204 CT						10,204 CT
	2,000 PB						2,000 PB
	4,000 PT						4,000 PT

2016	2017	2018	2019	2020	2021	2016 - 2021
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

## HEALTH

### HEALTH FACILITIES

24A	Health Center #2-FY14	1,000 1,000 CT						1,000 1,000 CT
24B	Health Centers 2 & 10 Major Interior/ Exterior Renovations-FY13	1,824 1,824 CT						1,824 1,824 CT
25	Health Department Equipment and Improvements	3,250 3,250 CR	2,250 2,250 CR	750 750 CR	750 750 CR	750 750 CR	750 750 CR	8,500 8,500 CR
25A	Health Department Equipment and Improvements-FY15	3,200 3,200 CR						3,200 3,200 CR
25B	Health Department Equipment and Improvements-FY14	2,700 2,700 CR						2,700 2,700 CR
25C	Health Department Equipment and Improvements-FY13	4,200 4,200 CR						4,200 4,200 CR
26	Health Facility Renovations	2,450 39 CA 2,411 CN	600 600 CN	1,300 1,300 CN	1,300 1,300 CN	800 800 CN	800 800 CN	7,250 39 CA 7,211 CN

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
26A Health Facility Renovations-FY15	785 785 CT						785 785 CT
26B Health Facility Renovations-FY14	300 300 CT						300 300 CT
26C Health Facility Renovations-FY13	300 300 CT						300 300 CT
26D Health Facility Renovations-FY12	601 601 CT						601 601 CT
26E Health Facility Renovations-FY11	727 727 CT						727 727 CT
26F Health Facility Renovations-FY10	630 630 CT						630 630 CT
26G Health Facility Renovations-FY09	682 682 CT						682 682 CT
26H Health Facility Renovations-FY08	369 369 CT						369 369 CT
26I Health Facility Renovations-FY07	22 22 CT						22 22 CT
<b>HEALTH FACILITIES</b>	23,040 39 CA 2,411 CN 13,350 CR 7,240 CT	2,850 600 CN 2,250 CR	2,050 1,300 CN 750 CR	2,050 1,300 CN 750 CR	1,550 800 CN 750 CR	1,550 800 CN 750 CR	33,090 39 CA 7,211 CN 18,600 CR 7,240 CT

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>PHILADELPHIA NURSING HOME</b>							
27 Equipment and Renovations - Philadelphia Nursing Home	3,000 3,000 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	8,000 8,000 CR
27A Equipment and Renovations - Philadelphia Nursing Home-FY15	5,000 5,000 CR						5,000 5,000 CR
<b>PHILADELPHIA NURSING HOME</b>	8,000 8,000 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	13,000 13,000 CR
<b>HEALTH</b>	31,040 39 CA 2,411 CN 21,350 CR 7,240 CT	3,850 600 CN 3,250 CR	3,050 1,300 CN 1,750 CR	3,050 1,300 CN 1,750 CR	2,550 800 CN 1,750 CR	2,550 800 CN 1,750 CR	46,090 39 CA 7,211 CN 31,600 CR 7,240 CT

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>MDO</b>							
<b><i>CAPITAL PROJECTS - VARIOUS</i></b>							
28 Citywide Facilities	275 275 CN						275 275 CN
28A Citywide Facilities-FY15	7,655 155 CT 4,000 PT 3,500 ST						7,655 155 CT 4,000 PT 3,500 ST
28B Citywide Facilities-FY14	7,006 6 CT 4,500 FT 2,500 PT						7,006 6 CT 4,500 FT 2,500 PT
28C Citywide Facilities-FY13	1,000 1,000 CT						1,000 1,000 CT
28D Citywide Facilities-FY12	1,320 1,320 CT						1,320 1,320 CT
28E Citywide Facilities-FY11	1,053 1,053 CT						1,053 1,053 CT
29 Office of Sustainability	500 500 CN	500 500 CN	500 500 CN	500 500 CN	500 500 CN	500 500 CN	3,000 3,000 CN

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
29A Office of Sustainability-FY15	500 500 CT						500 500 CT
29B Office of Sustainability-FY14	590 590 CT						590 590 CT
29C Office of Sustainability-FY13	950 950 CT						950 950 CT
29D Office of Sustainability-FY12	686 686 CT						686 686 CT
29E Office of Sustainability-FY11	158 158 CT						158 158 CT
29F Office of Sustainability-FY10	64 64 CT						64 64 CT
29G Energy Efficiency Improvements-FY09	26 26 CT						26 26 CT
<b><i>CAPITAL PROJECTS - VARIOUS</i></b>	21,783 775 CN 6,508 CT 4,500 FT 6,500 PT 3,500 ST	500 500 CN	500 500 CN	500 500 CN	500 500 CN	500 500 CN	24,283 3,275 CN 6,508 CT 4,500 FT 6,500 PT 3,500 ST
<b>MDO</b>	21,783 775 CN 6,508 CT 4,500 FT 6,500 PT 3,500 ST	500 500 CN	500 500 CN	500 500 CN	500 500 CN	500 500 CN	24,283 3,275 CN 6,508 CT 4,500 FT 6,500 PT 3,500 ST



2016	2017	2018	2019	2020	2021	2016 - 2021
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

## OFFICE OF SUPPORTIVE HOUSING

### *FAMILY CARE FACILITIES - CAPITAL*

30	OSH Facility Renovations	1,000 1,000 CN	700 700 CN	775 775 CN	900 900 CN	995 995 CN	600 600 CN	4,970 4,970 CN
30A	OSH Facility Renovations-FY15	1,570 1,570 CT						1,570 1,570 CT
30B	OSH Facility Renovations-FY14	600 600 ST						600 600 ST
30C	OSH Facility Renovations-FY13	604 604 CT						604 604 CT
30D	OSH Facility Renovations-FY12	235 235 CT						235 235 CT
30E	OSH Facility Renovations-FY11	560 560 CT						560 560 CT
30F	OSH Facility Renovations-FY10	40 40 CT						40 40 CT
30G	OSH Facility Renovations-FY09	38 38 CT						38 38 CT

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
30H OSH Facility Renovations-FY08	11 11 CT						11 11 CT
<b><i>FAMILY CARE FACILITIES - CAPITAL</i></b>	4,658 1,000 CN 3,058 CT 600 ST	700 700 CN	775 775 CN	900 900 CN	995 995 CN	600 600 CN	8,628 4,970 CN 3,058 CT 600 ST
<b>OFFICE OF SUPPORTIVE HOUSING</b>	4,658 1,000 CN 3,058 CT 600 ST	700 700 CN	775 775 CN	900 900 CN	995 995 CN	600 600 CN	8,628 4,970 CN 3,058 CT 600 ST

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

**OIT*****CAPITAL PROJECTS***

31	Citywide Technology Improvements & Enhancements	29,928	10,683	7,391	5,470	2,847	4,105	60,424
		29,428 CN	10,183 CN	6,891 CN	4,970 CN	2,347 CN	3,605 CN	57,424 CN
		500 CR	500 CR	500 CR	500 CR	500 CR	500 CR	3,000 CR
31A	Citywide Technology Improvements & Enhancements-FY15	28,316						28,316
		28,316 CT						28,316 CT
31B	Citywide Technology Improvements & Enhancements-FY14	7,634						7,634
		7,634 CT						7,634 CT
31C	Citywide Technology Improvements & Enhancements-FY13	1,176						1,176
		1,176 CT						1,176 CT
31D	Citywide Technology Improvements & Enhancements-FY12	1,021						1,021
		1,021 CT						1,021 CT
<b><i>CAPITAL PROJECTS</i></b>		68,075	10,683	7,391	5,470	2,847	4,105	98,571
		29,428 CN	10,183 CN	6,891 CN	4,970 CN	2,347 CN	3,605 CN	57,424 CN
		500 CR	500 CR	500 CR	500 CR	500 CR	500 CR	3,000 CR
		38,147 CT						38,147 CT
<b>OIT</b>		68,075	10,683	7,391	5,470	2,847	4,105	98,571
		29,428 CN	10,183 CN	6,891 CN	4,970 CN	2,347 CN	3,605 CN	57,424 CN
		500 CR	500 CR	500 CR	500 CR	500 CR	500 CR	3,000 CR
		38,147 CT						38,147 CT

2016	2017	2018	2019	2020	2021	2016 - 2021
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

## PARKS AND RECREATION

### PARKS AND RECREATION

32	Buildings, Courts, Play Areas, Athletic Fields	2,670 601 CA 2,069 CN	1,800 1,800 CN	2,100 2,100 CN	2,550 2,550 CN	2,750 2,750 CN	2,750 2,750 CN	14,620 601 CA 14,019 CN
32A	Buildings, Courts, Play Areas, Athletic Fields-FY15	2,006 2,006 CT						2,006 2,006 CT
33	Neighborhood Parks and Facilities	3,430 439 CA 491 CN 2,500 PB	2,080 580 CN 1,500 PB	2,330 830 CN 1,500 PB	2,330 830 CN 1,500 PB	2,330 830 CN 1,500 PB	2,330 830 CN 1,500 PB	14,830 439 CA 4,391 CN 10,000 PB

		2016	2017	2018	2019	2020	2021	2016 - 2021
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
33A	Neighborhood Parks-FY15	2,330 830 CT 1,500 PT						2,330 830 CT 1,500 PT
34	Natural Lands / Large Manicured Parks/Buildings	6,640 2,182 CA 1,858 CN 1,000 FB 600 PB 1,000 SB	6,350  4,250 CN 1,000 FB 100 PB 1,000 SB	5,860  3,760 CN 1,000 FB 100 PB 1,000 SB	7,080  4,980 CN 1,000 FB 100 PB 1,000 SB	6,720  4,620 CN 1,000 FB 100 PB 1,000 SB	6,790  4,690 CN 1,000 FB 100 PB 1,000 SB	39,440 2,182 CA 24,158 CN 6,000 FB 1,100 PB 6,000 SB

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
34A Natural Lands/Large Manicured Parks-FY15	2,669						2,669
	2,419 CT						2,419 CT
	100 PT						100 PT
	150 ST						150 ST
35 Parks and Recreation Projects	7,200	9,250	7,250	6,550	4,700	4,700	39,650
	3,200 CN	3,400 CN	1,400 CN	1,050 CN	700 CN	700 CN	10,450 CN
	2,000 FB	2,000 FB	2,000 FB	2,000 FB	2,000 FB	2,000 FB	12,000 FB
	1,000 PB	1,000 PB	1,000 PB	1,000 PB	1,000 PB	1,000 PB	6,000 PB
	1,000 SB	2,850 SB	2,850 SB	2,500 SB	1,000 SB	1,000 SB	11,200 SB

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
35A Parks and Recreation Projects-FY15	7,850 2,650 CR 3,200 CT 1,000 PT 1,000 ST						7,850 2,650 CR 3,200 CT 1,000 PT 1,000 ST
36 Improvements to Existing Recreation Facilities	7,900 7,900 CN	7,900 7,900 CN	7,900 7,900 CN	7,900 7,900 CN	7,900 7,900 CN	7,900 7,900 CN	47,400 47,400 CN
36A Improvements to Existing Recreation Facilities-FY15	7,900 7,900 CT						7,900 7,900 CT
36B Improvements to Existing Recreation Facilities-FY14	7,131 7,131 CT						7,131 7,131 CT
36C Improvements to Existing Recreation Facilities-FY13	6,999 6,999 CT						6,999 6,999 CT
36D Improvements to Existing Recreation Facilities-FY12	6,090 6,090 CT						6,090 6,090 CT

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
36E Improvements to Existing Recreation Facilities-FY11	5,053 5,053 CT						5,053 5,053 CT
36F Improvements to Existing Recreation Facilities-FY10	3,074 3,074 CT						3,074 3,074 CT
36G Improvements to Existing Recreation Facilities-FY09	2,972 2,972 CT						2,972 2,972 CT
36H Improvements to Existing Recreation Facilities-FY08	1,911 1,911 CT						1,911 1,911 CT
36I Improvements to Existing Recreation Facilities-FY07	873 873 CT						873 873 CT
36J Improvements to Existing Recreation Facilities-FY06	1,064 1,064 CT						1,064 1,064 CT
36K Improvements to Existing Recreation Facilities-FY05	455 455 CT						455 455 CT
36L Improvements to Existing Rec Facilities-FY04	602 602 CT						602 602 CT
36M Improvements to Existing Rec Facilities-FY03	453 453 CT						453 453 CT
36N Improvements to Existing Rec Facilities-FY02	231 231 CT						231 231 CT
36O Imps to Existing Rec Facilities-FY01	804 804 CT						804 804 CT
36P Improvements to Existing Facilities-FY99	545 545 CT						545 545 CT
36Q Improvements to Existing Facilities-FY96	9						9



	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
	9 CT						9 CT
36R ITEF-Site Improvements-FY00	669 669 CT						669 669 CT
37A Cultural Facilities Improvements-FY14	3,950 750 CT 3,200 PT						3,950 750 CT 3,200 PT
37B Cultural Facilities Improvements-FY13	10,552 1,152 CT 9,400 PT						10,552 1,152 CT 9,400 PT
38A Building Improvements-FY14	1,170 1,070 CT 100 PT						1,170 1,070 CT 100 PT
38B Building Improvements-FY13	2,840 940 CT 1,700 PT 200 ST						2,840 940 CT 1,700 PT 200 ST
38C Building Improvements-FY12	720 720 CT						720 720 CT
38D Building Improvements-FY11	1,078 78 CT 1,000 ST						1,078 78 CT 1,000 ST
38E Building Improvements-FY10	622 622 CT						622 622 CT

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
38F Building Improvements-FY09	2 2 CT						2 2 CT
38G Facility Improvements-FY07	105 105 CT						105 105 CT
39A Infrastructure-FY14	150 150 CT						150 150 CT
39B Infrastructure-FY12	113 113 CT						113 113 CT
39C Infrastructure-FY11	25 25 CT						25 25 CT
40A Parkland - Site Improvements-FY14	6,599 3,499 CT 2,500 PT 600 ST						6,599 3,499 CT 2,500 PT 600 ST
40B Parkland - Site Improvements-FY13	2,403 2,073 CT 165 PT 165 ST						2,403 2,073 CT 165 PT 165 ST
40C Parkland - Site Improvements-FY12	750 750 CT						750 750 CT
40D Parkland - Site Improvements-FY11	1,542 1,042 CT 500 ST						1,542 1,042 CT 500 ST

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
40E Parkland - Site Improvements-FY10	2,278 183 CT 2,095 FT						2,278 183 CT 2,095 FT
40F Parkland - Site Improvements-FY09	4,930 672 CT 374 FT 3,000 ST 884 TT						4,930 672 CT 374 FT 3,000 ST 884 TT
40G Parkland - Site Improvements-FY08	737 737 ST						737 737 ST
40H Parkland - Site Improvements-FY05	1,280 1,280 FT						1,280 1,280 FT
41A Roadways, Footways, and Parking-FY14	2,020 920 CT 1,100 ST						2,020 920 CT 1,100 ST
41B Roadways, Footways, and Parking-FY13	2,505 1,266 CT 1,239 ST						2,505 1,266 CT 1,239 ST
41C Roadways, Footways, and Parking-FY12	135 135 CT						135 135 CT
41D Roadways, Footways, and Parking-FY11	1,828 128 CT 1,000 FT 700 ST						1,828 128 CT 1,000 FT 700 ST

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
41E Roadways, Footways, and Parking-FY10	45 45 CT						45 45 CT
41F Roadways, Footways, and Parking-FY06	1,135 1,135 FT						1,135 1,135 FT
42A Improvements to Existing Recreation Facilities - Infrastructure-FY14	757 757 CT						757 757 CT
42B Improvements to Existing Recreation Facilities - Infrastructure-FY13	648 648 CT						648 648 CT
42C Improvements to Existing Recreation Facilities - Infrastructure-FY12	800 800 CT						800 800 CT
42D Improvements to Existing Recreation Facilities - Infrastructure-FY11	2,832 2,832 CT						2,832 2,832 CT
42E Improvements to Existing Recreation Facilities - Infrastructure-FY10	14 14 CT						14 14 CT
42F Improvements to Existing Recreation Facilities - Infrastructure-FY05	16 16 CT						16 16 CT
43A Improvements to Existing Recreation Facilities - Swimming Pools-FY14	500 500 CT						500 500 CT
43B Improvements to Existing Recreation Facilities - Swimming Pools-FY13	500 500 CT						500 500 CT

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
43C Improvements to Existing Recreation Facilities - Swimming Pools-FY12	1,000						1,000
	1,000 CT						1,000 CT
44A Improvements to Existing Recreation Facilities - Life Safety Systems-FY14	95						95
	95 CT						95 CT
44B Improvements to Existing Recreation Facilities - Life Safety Systems-FY12	42						42
	42 CT						42 CT
44C Improvements to Existing Recreation Facilities - Life Safety Systems-FY11	113						113
	113 CT						113 CT
44D Improvements to Existing Recreation Facilities - Life Safety Systems-FY10	62						62
	62 CT						62 CT
45A Grant Funded Recreation Improvements-FY14	1,000						1,000
	500 CT						500 CT
	500 ST						500 ST
45B Grant Funded Recreation Improvements-FY13	2,000						2,000
	1,000 CT						1,000 CT
	1,000 ST						1,000 ST
45C Grant Funded Recreation Improvements-FY12	889						889
	360 CT						360 CT
	529 ST						529 ST
45D Grant Funded Recreation Improvements-FY11	3,362						3,362
	741 CT						741 CT
	1,100 PT						1,100 PT
	1,521 ST						1,521 ST

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
45E Grant Funded Recreation Improvements-FY10	1,761 60 CT 1,701 ST						1,761 60 CT 1,701 ST
45F Grant Funded Recreation Improvements-FY09	1,174 1,174 ST						1,174 1,174 ST
45G Grant Funded Recreation Improvements-FY08	1,835 297 CT 1,538 ST						1,835 297 CT 1,538 ST
45H Grant Funded Recreation Improvements-FY07	1,060 42 CT 1,018 ST						1,060 42 CT 1,018 ST
45I Grant Funded Recreation Improvements-FY06	623 623 ST						623 623 ST
<b>PARKS AND RECREATION</b>	160,127 3,222 CA 15,518 CN 2,650 CR 82,109 CT 3,000 FB 5,884 FT 4,100 PB 20,765 PT 2,000 SB 19,995 ST 884 TT	27,380 CN	25,440 CN	26,410 CN	24,400 CN	24,470 CN	288,227 3,222 CA 100,418 CN 2,650 CR 82,109 CT 18,000 FB 5,884 FT 17,100 PB 20,765 PT 17,200 SB 19,995 ST 884 TT

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>PARKS AND RECREATION</b>	160,127	27,380	25,440	26,410	24,400	24,470	288,227
3,222 CA							3,222 CA
15,518 CN		17,930 CN	15,990 CN	17,310 CN	16,800 CN	16,870 CN	100,418 CN
2,650 CR							2,650 CR
82,109 CT							82,109 CT
3,000 FB		3,000 FB	3,000 FB	3,000 FB	3,000 FB	3,000 FB	18,000 FB
5,884 FT							5,884 FT
4,100 PB		2,600 PB	2,600 PB	2,600 PB	2,600 PB	2,600 PB	17,100 PB
20,765 PT							20,765 PT
2,000 SB		3,850 SB	3,850 SB	3,500 SB	2,000 SB	2,000 SB	17,200 SB
19,995 ST							19,995 ST
884 TT							884 TT

2016	2017	2018	2019	2020	2021	2016 - 2021
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

## POLICE

### POLICE FACILITIES

46	Police Facilities - Renovations	4,300	7,550	4,450	2,850	1,950	2,150	23,250
		4,300 CN	7,550 CN	4,450 CN	2,850 CN	1,950 CN	2,150 CN	23,250 CN
46A	Police Facilities - Renovations-FY15	3,050 3,050 CT						3,050 3,050 CT
46B	Police Facilities - Renovations-FY14	6,892 1,810 A 5,082 CT						6,892 1,810 A 5,082 CT
46C	Police Facilities - Renovations-FY13	3,844 3,764 CT 80 TT						3,844 3,764 CT 80 TT
46D	Police Facilities - Renovations-FY12	2,618 2,618 CT						2,618 2,618 CT
46E	Police Facilities - Renovations-FY11	1,789 1,789 CT						1,789 1,789 CT



	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
46F Police Facilities - Renovations-FY10	206 206 CT						206 206 CT
46G Police Facilities - Renovations-FY08	992 925 A 67 CT						992 925 A 67 CT
<b>POLICE FACILITIES</b>	23,691 2,735 A 4,300 CN 16,576 CT 80 TT	7,550	4,450	2,850	1,950	2,150	42,641 2,735 A 23,250 CN 16,576 CT 80 TT
<b>POLICE</b>	23,691 2,735 A  4,300 CN 16,576 CT 80 TT	7,550	4,450	2,850	1,950	2,150	42,641 2,735 A  23,250 CN 16,576 CT 80 TT

2016	2017	2018	2019	2020	2021	2016 - 2021
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

## PRISONS

### *CORRECTIONAL INSTITUTIONS - CAPITAL*

47	Prison System - Renovations	7,770 1,070 CA 3,000 CN 3,700 TB	5,950 5,950 CN	7,450 7,450 CN	8,250 8,250 CN	5,750 5,750 CN	3,600 3,600 CN	38,770 1,070 CA 34,000 CN 3,700 TB
47A	Prison System - Renovations-FY15	5,800 5,800 CT						5,800 5,800 CT

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
47B Prison System - Renovations-FY14	4,800 4,800 CT						4,800 4,800 CT
47C Prison System - Renovations-FY13	4,943 4,943 CT						4,943 4,943 CT
47D Prison System - Renovations-FY12	411 411 CT						411 411 CT
47E Prison System - Renovations-FY10	524 524 CT						524 524 CT
47F Prison System - Renovations-FY09	119 119 CT						119 119 CT
<b><i>CORRECTIONAL INSTITUTIONS - CAPITAL</i></b>	24,367 1,070 CA 3,000 CN 16,597 CT 3,700 TB	5,950	7,450	8,250	5,750	3,600	55,367 1,070 CA 34,000 CN 16,597 CT 3,700 TB
<b>PRISONS</b>	24,367 1,070 CA 3,000 CN 16,597 CT 3,700 TB	5,950	7,450	8,250	5,750	3,600	55,367 1,070 CA 34,000 CN 16,597 CT 3,700 TB

2016	2017	2018	2019	2020	2021	2016 - 2021
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

## PUBLIC PROPERTY

### *BUILDINGS AND FACILITIES - OTHER*

48	Improvements to Municipal Facilities	4,164 392 CA 3,508 CN 264 CR	4,264 4,000 CN 264 CR	3,964 3,700 CN 264 CR	2,964 2,700 CN 264 CR	2,964 2,700 CN 264 CR	2,964 2,700 CN 264 CR	21,284 392 CA 19,308 CN 1,584 CR
48A	Improvements to Municipal Facilities-FY15	4,150 4,150 CT						4,150 4,150 CT
48B	Improvements to Municipal Facilities-FY14	2,740 2,740 CT						2,740 2,740 CT
48C	Improvements to Municipal Facilities-FY13	752 752 CT						752 752 CT
48D	Improvements to Municipal Facilities-FY12	806 806 CT						806 806 CT
48E	Improvements to Municipal Facilities-FY11	51 51 CT						51 51 CT
48F	Quadplex Facilities Improvements-FY10	54 54 CT						54 54 CT

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
48G Eastern State Penitentiary Renov-FY99	3,099 3,099 PT						3,099 3,099 PT
49A Citywide Asbestos Abatement & Environmental Remediation-FY15	100 100 CT						100 100 CT
49B Citywide Asbestos Abatement & Environmental Remediation-FY14	500 500 CT						500 500 CT
49C Citywide Asbestos Abatement & Environmental Remediation-FY13	21 21 CT						21 21 CT
<b>BUILDINGS AND FACILITIES - OTHER</b>	16,637 392 CA 3,708 CN 264 CR 9,174 CT 3,099 PT	4,564 4,300 CN 264 CR	4,364 4,100 CN 264 CR	3,364 3,100 CN 264 CR	3,364 3,100 CN 264 CR	3,364 3,100 CN 264 CR	35,657 392 CA 21,408 CN 1,584 CR 9,174 CT 3,099 PT

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>PUBLIC PROPERTY - CAPITAL PROG ADMIN</b>							
50 Capital Program Administration Design and Engineering	5,300	5,000	5,000	5,000	5,000	5,000	30,300
	5,000 CN 300 TB	5,000 CN	5,000 CN	5,000 CN	5,000 CN	5,000 CN	30,000 CN 300 TB
50A Capital Program Administration Design and Engineering-FY15	2,415						2,415
	2,415 CT						2,415 CT
50B Capital Program Administration Design and Engineering-FY14	194						194
	194 CT						194 CT
50C Capital Program Administration Design and Engineering-FY13	112						112
	112 CT						112 CT
50D Capital Program Administration Design and Engineering-FY12	518						518
	518 CT						518 CT
50E Capital Program Administration Design and Engineering-FY11	430						430
	430 CT						430 CT
<b>PUBLIC PROPERTY - CAPITAL PROG ADMIN</b>							
	8,969	5,000	5,000	5,000	5,000	5,000	33,969
	5,000 CN 3,669 CT 300 TB	5,000 CN	5,000 CN	5,000 CN	5,000 CN	5,000 CN	30,000 CN 3,669 CT 300 TB
<b>PUBLIC PROPERTY</b>	25,606	9,564	9,364	8,364	8,364	8,364	69,626
	392 CA 8,708 CN 264 CR 12,843 CT 3,099 PT 300 TB						392 CA 51,408 CN 1,584 CR 12,843 CT 3,099 PT 300 TB

2016	2017	2018	2019	2020	2021	2016 - 2021
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

## RECORDS

### *CAPITAL PROJECTS*

51A	Records Improvements-FY15	200 200 CT					200 200 CT
51B	Records Improvements-FY14	300 300 CT					300 300 CT
51C	Records Improvements-FY13	11 11 CT					11 11 CT
51D	Records Improvements-FY12	49 49 CT					49 49 CT
51E	Records Improvements-FY11	70 70 CT					70 70 CT
<i>CAPITAL PROJECTS</i>		630 630 CT					630 630 CT
<b>RECORDS</b>		630 630 CT					630 630 CT

2016	2017	2018	2019	2020	2021	2016 - 2021
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

## STREETS

### BRIDGES

52	Bridge Reconstruction & Improvements	27,500	27,500	27,500	27,500	27,500	27,500	165,000
		2,000 CN	2,000 CN	2,000 CN	2,000 CN	2,000 CN	2,000 CN	12,000 CN
		16,000 FB	16,000 FB	16,000 FB	16,000 FB	16,000 FB	16,000 FB	96,000 FB
		1,000 PB	1,000 PB	1,000 PB	1,000 PB	1,000 PB	1,000 PB	6,000 PB
		8,500 SB	8,500 SB	8,500 SB	8,500 SB	8,500 SB	8,500 SB	51,000 SB
52A	Bridge Reconstruction & Improvements-FY15	29,000						29,000
		1,500 CT						1,500 CT
		12,000 FT						12,000 FT
		1,000 PT						1,000 PT
		14,500 ST						14,500 ST
52B	Bridge Reconstruction & Improvements-FY14	14,567						14,567
		1,717 CT						1,717 CT
		8,475 FT						8,475 FT
		4,375 ST						4,375 ST



	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
52C Bridge Reconstruction & Improvements-FY13	16,055 10,366 FT 5,689 ST						16,055 10,366 FT 5,689 ST
52D Bridge Reconstruction & Improvements-FY12	1,947 1,640 FT 307 ST						1,947 1,640 FT 307 ST
52E Bridge Reconstruction & Improvements-FY11	2,545 2,177 FT 368 ST						2,545 2,177 FT 368 ST
52F Bridge Reconstruction & Improvements-FY10	847 838 FT 9 ST						847 838 FT 9 ST
52G Bridge Reconstruction & Improvements-FY09	2,611 2,494 FT 117 ST						2,611 2,494 FT 117 ST
52H Bridge Reconstruction & Improvements-FY08	1,155 972 FT 183 ST						1,155 972 FT 183 ST
52I Bridge Reconstruction & Improvements-FY07	6,581 2,301 FT 4,280 ST						6,581 2,301 FT 4,280 ST
<b>BRIDGES</b>	102,808 2,000 CN 3,217 CT 16,000 FB 41,263 FT 1,000 PB 1,000 PT 8,500 SB 29,828 ST	27,500 2,000 CN 16,000 FB 1,000 PB 8,500 SB	27,500 2,000 CN 16,000 FB 1,000 PB 8,500 SB	27,500 2,000 CN 16,000 FB 1,000 PB 8,500 SB	27,500 2,000 CN 16,000 FB 1,000 PB 8,500 SB	27,500 2,000 CN 16,000 FB 1,000 PB 8,500 SB	240,308 12,000 CN 3,217 CT 96,000 FB 41,263 FT 6,000 PB 1,000 PT 51,000 SB 29,828 ST

		2016	2017	2018	2019	2020	2021	2016 - 2021
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>GRADING &amp; PAVING</b>								
53	Reconstruction/Resurfacing of Streets	20,450 31 CA 20,419 CN	20,200 20,200 CN	21,100 21,100 CN	22,000 22,000 CN	20,000 20,000 CN	20,000 20,000 CN	123,750 31 CA 123,719 CN
53A	Reconstruction/Resurfacing of Streets-FY15	16,000 16,000 CT						16,000 16,000 CT
53B	Reconstruction/Resurfacing of Streets-FY14	2,205 1,682 A 523 CT						2,205 1,682 A 523 CT
53C	Reconstruction/Resurfacing of Streets-FY13	2,143 2,143 CT						2,143 2,143 CT
54	Historic Streets	250 250 CN	200 200 CN	250 250 CN	250 250 CN	250 250 CN	250 250 CN	1,450 1,450 CN

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
54A Historic Streets-FY15	200 200 CT						200 200 CT
54B Historic Streets-FY14	236 236 CT						236 236 CT
55 Rehabilitation of Stairways in Manayunk and Citywide	500 500 CN	500 500 CN	500 500 CN	500 500 CN	500 500 CN	1,000 1,000 CN	3,500 3,500 CN
55A Rehabilitation of Stairways in Manayunk and Citywide-FY15	500 500 CT						500 500 CT
<b>GRADING &amp; PAVING</b>	42,484 1,682 A 31 CA 21,169 CN 19,602 CT	20,900 20,900 CN	21,850 21,850 CN	22,750 22,750 CN	20,750 20,750 CN	21,250 21,250 CN	149,984 1,682 A 31 CA 128,669 CN 19,602 CT
<b>IMPROVEMENTS TO CITY HIGHWAYS</b>							
56 Federal Aid Highway Program	22,540 4,040 CN 16,500 FB 500 PB 1,500 SB	23,500 4,500 CN 18,000 FB 1,000 PB	30,750 5,950 CN 23,800 FB 1,000 PB	27,250 5,250 CN 21,000 FB 1,000 PB	42,250 8,250 CN 33,000 FB 1,000 PB	32,250 6,250 CN 25,000 FB 1,000 PB	178,540 34,240 CN 137,300 FB 5,500 PB 1,500 SB

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
56A Federal Aid Highway Program-FY15	51,400 5,600 CT 22,400 FT 1,000 PT 22,400 ST						51,400 5,600 CT 22,400 FT 1,000 PT 22,400 ST
56B Federal Aid Highway Program-FY14	17,518 3,560 CT 13,958 FT						17,518 3,560 CT 13,958 FT
56C Federal Aid Highway Program-FY13	36,246 544 CT 23,652 FT 10,300 ST 1,750 TT						36,246 544 CT 23,652 FT 10,300 ST 1,750 TT
56D Federal Aid Highway Program-FY12	770 63 CT 707 FT						770 63 CT 707 FT
56E Federal Aid Highway Program-FY11	227 227 FT						227 227 FT
56F Federal Aid Highway Program-FY09	525 525 FT						525 525 FT
56G Federal Aid Highway Program-FY08	193 193 FT						193 193 FT
56H Federal Aid Highway Program-FY07	229 229 FT						229 229 FT

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>IMPROVEMENTS TO CITY HIGHWAYS</b>	129,648	23,500	30,750	27,250	42,250	32,250	285,648
	4,040 CN	4,500 CN	5,950 CN	5,250 CN	8,250 CN	6,250 CN	34,240 CN
	9,767 CT						9,767 CT
	16,500 FB	18,000 FB	23,800 FB	21,000 FB	33,000 FB	25,000 FB	137,300 FB
	61,891 FT						61,891 FT
	500 PB	1,000 PB	1,000 PB	1,000 PB	1,000 PB	1,000 PB	5,500 PB
	1,000 PT						1,000 PT
	1,500 SB						1,500 SB
	32,700 ST						32,700 ST
	1,750 TT						1,750 TT
<b>SANITATION</b>							
57 Modernization of Sanitation Facilities	2,250	1,500	950	450	150	150	5,450
	2,250 CN	1,500 CN	950 CN	450 CN	150 CN	150 CN	5,450 CN
57A Modernization of Sanitation Facilities-FY15	2,800						2,800
	2,800 CT						2,800 CT
57B Modernization of Sanitation Facilities-FY14	518						518
	518 CT						518 CT
<b>SANITATION</b>	5,568	1,500	950	450	150	150	8,768
	2,250 CN	1,500 CN	950 CN	450 CN	150 CN	150 CN	5,450 CN
	3,318 CT						3,318 CT

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>STREET LIGHTING</b>							
58 Street Lighting Improvements	450	1,400	1,800	1,400	1,400	1,400	7,850
	450 CN	1,400 CN	1,800 CN	1,400 CN	1,400 CN	1,400 CN	7,850 CN
58A Street Lighting Improvements-FY15	450						450
	450 CT						450 CT
58B Street Lighting Improvements-FY14	201						201
	201 CT						201 CT
58C Alley Lighting Improvements-FY12	358						358
	358 CT						358 CT
<b>STREET LIGHTING</b>	1,459	1,400	1,800	1,400	1,400	1,400	8,859
	450 CN	1,400 CN	1,800 CN	1,400 CN	1,400 CN	1,400 CN	7,850 CN
	1,009 CT						1,009 CT
<b>STREETS DEPARTMENT FACILITIES</b>							
59 Streets Department Support Facilities	500						500
	500 CN						500 CN
59A Streets Department Support Facilities-FY15	250						250
	250 CT						250 CT
59B Streets Department Support Facilities-FY14	300						300
	300 CT						300 CT
<b>STREETS DEPARTMENT FACILITIES</b>	1,050						1,050
	500 CN						500 CN
	550 CT						550 CT

		2016	2017	2018	2019	2020	2021	2016 - 2021
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>TRAFFIC ENGINEERING IMPS</b>								
60	Traffic Control	14,100	23,680	28,580	28,680	28,830	28,930	152,800
		1,300 CN	1,880 CN	1,780 CN	1,880 CN	2,030 CN	2,130 CN	11,000 CN
		6,800 FB	10,800 FB	10,800 FB	10,800 FB	10,800 FB	10,800 FB	60,800 FB
		1,000 PB	1,000 PB	1,000 PB	1,000 PB	1,000 PB	1,000 PB	6,000 PB
		5,000 SB	10,000 SB	15,000 SB	15,000 SB	15,000 SB	15,000 SB	75,000 SB
60A	Traffic Control-FY15	9,550						9,550
		1,150 CT						1,150 CT
		4,600 FT						4,600 FT
		3,800 ST						3,800 ST
60B	Traffic Control-FY14	4,865						4,865
		1,333 CT						1,333 CT
		3,532 FT						3,532 FT

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
60C Traffic Control-FY11	1,403						1,403
	172 CT						172 CT
	1,231 FT						1,231 FT
<b>TRAFFIC ENGINEERING IMPS</b>	29,918	23,680	28,580	28,680	28,830	28,930	168,618
	1,300 CN	1,880 CN	1,780 CN	1,880 CN	2,030 CN	2,130 CN	11,000 CN
	2,655 CT						2,655 CT
	6,800 FB	10,800 FB	10,800 FB	10,800 FB	10,800 FB	10,800 FB	60,800 FB
	9,363 FT						9,363 FT
	1,000 PB	1,000 PB	1,000 PB	1,000 PB	1,000 PB	1,000 PB	6,000 PB
	5,000 SB	10,000 SB	15,000 SB	15,000 SB	15,000 SB	15,000 SB	75,000 SB
	3,800 ST						3,800 ST
<b>STREETS</b>	312,935	98,480	111,430	108,030	120,880	111,480	863,235
	1,682 A						1,682 A
	31 CA						31 CA
	31,709 CN	32,180 CN	34,330 CN	33,730 CN	34,580 CN	33,180 CN	199,709 CN
	40,118 CT						40,118 CT
	39,300 FB	44,800 FB	50,600 FB	47,800 FB	59,800 FB	51,800 FB	294,100 FB
	112,517 FT						112,517 FT
	2,500 PB	3,000 PB	3,000 PB	3,000 PB	3,000 PB	3,000 PB	17,500 PB
	2,000 PT						2,000 PT
	15,000 SB	18,500 SB	23,500 SB	23,500 SB	23,500 SB	23,500 SB	127,500 SB
	66,328 ST						66,328 ST
	1,750 TT						1,750 TT



# TRANSIT

## TRANSIT IMPROVEMENTS - SEPTA

		2016	2017	2018	2019	2020	2021	2016 - 2021
		\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
61	SEPTA Bridge, Track, Signal, and Infrastructure Improvements	210,611	199,352	158,279	123,975	95,666	101,704	889,587
	58 CA							58 CA
	3,001 CN	3,022 CN	2,913 CN	2,742 CN	2,204 CN	2,324 CN	16,206 CN	
	46,870 FO	39,894 FO	31,722 FO	5,382 FO			123,868 FO	
	158,466 SO	154,315 SO	122,476 SO	114,769 SO	92,582 SO	98,425 SO	741,033 SO	
	2,216 TO	2,121 TO	1,168 TO	1,082 TO	880 TO	955 TO	8,422 TO	

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
61A SEPTA Bridge, Track, Signal, and Infrastructure Improvements-FY15	3,070						3,070
	3,070 CT						3,070 CT
61B SEPTA Bridge, Track, Signal, and Infrastructure Improvements-FY14	252						252
	252 CT						252 CT
61C SEPTA Bridge, Track, Signal, and Infrastructure Improvements -FY12	152						152
	152 CT						152 CT
61D SEPTA Bridge, Track, Signal, and Infrastructure Improvements -FY11	70						70
	70 CT						70 CT
62 SEPTA Station and Parking Improvements	21,772	25,609	37,279	36,138	46,977	53,345	221,120
	685 CN	795 CN	1,151 CN	1,113 CN	1,481 CN	1,720 CN	6,945 CN
	195 FO						195 FO
	20,873 SO	24,782 SO	36,075 SO	34,972 SO	45,463 SO	51,625 SO	213,790 SO
	19 TO	32 TO	53 TO	53 TO	33 TO		190 TO

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
62A SEPTA Station and Parking Improvements-FY15	539 539 CT						539 539 CT
62B SEPTA Station and Parking Improvements-FY13	48 48 CT						48 48 CT
62C SEPTA Station and Parking Improvements-FY12	49 49 CT						49 49 CT
63 SEPTA Passenger Information, Communications, and System Controls	5,000	5,000	20,000	25,000	18,061		73,061
	29 CN 4,000 FO 968 SO 3 TO	29 CN 4,000 FO 968 SO 3 TO	118 CN 16,000 FO 3,871 SO 11 TO	147 CN 20,000 FO 4,839 SO 14 TO	71 CN 14,449 FO 3,496 SO 45 TO		394 CN 58,449 FO 14,142 SO 76 TO
63A SEPTA Passenger Information, Communications, and System Controls-FY15	26 26 CT						26 26 CT
64 Rail Vehicle / Equipment Acquisition and Improvement Program	25,086	44,701	53,101	61,500	75,000	63,875	323,263
	36 CN 23,500 FO 1,535 SO 15 TO	637 CN 16,500 FO 27,291 SO 273 TO	1,199 CN 51,388 SO 514 TO	1,388 CN 59,517 SO 595 TO	1,693 CN 72,581 SO 726 TO	1,442 CN 61,815 SO 618 TO	6,395 CN 40,000 FO 274,127 SO 2,741 TO
<b>TRANSIT IMPROVEMENTS - SEPTA</b>	266,675 58 CA 3,751 CN 4,206 CT 74,565 FO 181,842 SO 2,253 TO	274,662 58 CA 4,483 CN 4,206 CT 60,394 FO 207,356 SO 2,429 TO	268,659 58 CA 5,381 CN 4,206 CT 47,722 FO 213,810 SO 1,746 TO	246,613 58 CA 5,390 CN 4,206 CT 25,382 FO 214,097 SO 1,744 TO	235,704 58 CA 5,449 CN 4,206 CT 14,449 FO 214,122 SO 1,684 TO	218,924 58 CA 5,486 CN 4,206 CT 14,449 FO 211,865 SO 1,573 TO	1,511,237 58 CA 29,940 CN 4,206 CT 222,512 FO 1,243,092 SO 11,429 TO

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
<b>TRANSIT</b>	266,675	274,662	268,659	246,613	235,704	218,924	1,511,237
58 CA							58 CA
3,751 CN	4,483 CN	5,381 CN	5,390 CN	5,449 CN	5,486 CN	29,940 CN	
4,206 CT						4,206 CT	
74,565 FO	60,394 FO	47,722 FO	25,382 FO	14,449 FO		222,512 FO	
181,842 SO	207,356 SO	213,810 SO	214,097 SO	214,122 SO	211,865 SO	1,243,092 SO	
2,253 TO	2,429 TO	1,746 TO	1,744 TO	1,684 TO	1,573 TO	11,429 TO	

2016	2017	2018	2019	2020	2021	2016 - 2021
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

## WATER

### COLLECTOR SYSTEMS - CAPITAL

65	Improvements to Collector System	84,960	96,960	101,960	101,960	101,960	102,260	590,060
	50 FB	50 FB	50 FB	50 FB	50 FB	50 FB	50 FB	300 FB
	10 PB	10 PB	10 PB	10 PB	10 PB	10 PB	10 PB	60 PB
	50 SB	50 SB	50 SB	50 SB	50 SB	50 SB	50 SB	300 SB
	83,350 XN	95,350 XN	100,350 XN	100,350 XN	100,350 XN	100,650 XN		580,400 XN
	1,500 XR	1,500 XR	1,500 XR	1,500 XR	1,500 XR	1,500 XR		9,000 XR
65A	Improvements to Collector System-FY15	67,326						67,326
	1,500 XR							1,500 XR
	65,826 XT							65,826 XT
65B	Improvements to Collector System-FY14	64,856						64,856
	969 XR							969 XR
	63,887 XT							63,887 XT
65C	Improvements to Collector System-FY13	101,450						101,450
	101,450 XT							101,450 XT
65D	Improvements to Collector System-FY12	57,295						57,295
	57,295 XT							57,295 XT

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
65E Improvements to Collector System-FY11	32,185 987 XR 31,198 XT						32,185 987 XR 31,198 XT
65F Storm Flood Relief/Combined Sewer Overflow-FY10	55,450 55,450 XT						55,450 55,450 XT
65G Storm Flood Relief/Combined Sewer Overflow-FY09	10,877 10,877 XT						10,877 10,877 XT
<b>COLLECTOR SYSTEMS - CAPITAL</b>	474,399	96,960	101,960	101,960	101,960	102,260	979,499
	50 FB	50 FB	50 FB	50 FB	50 FB	50 FB	300 FB
	10 PB	10 PB	10 PB	10 PB	10 PB	10 PB	60 PB
	50 SB	50 SB	50 SB	50 SB	50 SB	50 SB	300 SB
	83,350 XN	95,350 XN	100,350 XN	100,350 XN	100,350 XN	100,650 XN	580,400 XN
	4,956 XR	1,500 XR	1,500 XR	1,500 XR	1,500 XR	1,500 XR	12,456 XR
	385,983 XT						385,983 XT
<b>CONVEYANCE SYSTEMS - CAPITAL</b>							
66 Improvements to Conveyance System	49,060 100 FB 10 PB 100 SB 48,350 XN 500 XR	49,060 100 FB 10 PB 100 SB 48,350 XN 500 XR	49,060 100 FB 10 PB 100 SB 48,350 XN 500 XR	49,060 100 FB 10 PB 100 SB 48,350 XN 500 XR	49,060 100 FB 10 PB 100 SB 48,350 XN 500 XR	49,060 100 FB 10 PB 100 SB 48,350 XN 500 XR	294,360 600 FB 60 PB 600 SB 290,100 XN 3,000 XR
66A Improvements to Conveyance System-FY15	20,297 500 XR 19,797 XT						20,297 500 XR 19,797 XT

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
66B Improvements to Conveyance System-FY14	11,415 11,415 XT						11,415 11,415 XT
66C Improvements to Conveyance System-FY13	11,792 11,792 XT						11,792 11,792 XT
66D Improvements to Conveyance System-FY10	23,771 23,771 XT						23,771 23,771 XT
<b>CONVEYANCE SYSTEMS - CAPITAL</b>	116,335	49,060	49,060	49,060	49,060	49,060	361,635
	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
	48,350 XN	48,350 XN	48,350 XN	48,350 XN	48,350 XN	48,350 XN	290,100 XN
	1,000 XR	500 XR	500 XR	500 XR	500 XR	500 XR	3,500 XR
	66,775 XT						66,775 XT
<b>GENERAL - CAPITAL</b>							
67 Engineering and Material Support	40,128 205 XN 39,923 XR	37,342 213 XN 37,129 XR	38,605 222 XN 38,383 XR	39,919 231 XN 39,688 XR	41,286 240 XN 41,046 XR	42,707 249 XN 42,458 XR	239,987 1,360 XN 238,627 XR
67A Engineering and Material Support-FY15	1,279 1,279 XR						1,279 1,279 XR
67B Engineering and Material Support-FY14	6,000 6,000 XR						6,000 6,000 XR
67C Engineering and Material Support-FY13	6,000 6,000 XR						6,000 6,000 XR

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
67D Engineering and Material Support-FY12	6,000 6,000 XR						6,000 6,000 XR
67E Vehicles-FY11	500 500 XR						500 500 XR
67F Vehicles-FY10	746 746 XR						746 746 XR
67G Vehicles-FY08	14 14 XR						14 14 XR
<b>GENERAL - CAPITAL</b>	60,667 205 XN 60,462 XR	37,342 213 XN 37,129 XR	38,605 222 XN 38,383 XR	39,919 231 XN 39,688 XR	41,286 240 XN 41,046 XR	42,707 249 XN 42,458 XR	260,526 1,360 XN 259,166 XR
<b>TREATMENT FACILITIES - CAPITAL</b>							
68 Improvements to Treatment Facilities	109,893 100 FB 100 SB 94,724 XN 14,969 XR	109,889 100 FB 100 SB 89,807 XN 19,882 XR	109,885 100 FB 100 SB 83,423 XN 26,262 XR	109,880 100 FB 100 SB 89,570 XN 20,110 XR	109,875 100 FB 100 SB 86,753 XN 22,922 XR	109,870 100 FB 100 SB 77,355 XN 32,315 XR	659,292 600 FB 600 SB 521,632 XN 136,460 XR
68A Improvements to Treatment Facilities-FY15	94,825 17,572 XR 77,253 XT						94,825 17,572 XR 77,253 XT
68B Improvements to Treatment Facilities-FY14	18,316 7,967 XR 10,349 XT						18,316 7,967 XR 10,349 XT



	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
68C Improvements to Treatment Facilities-FY13	11,914 11,914 XT						11,914 11,914 XT
68D Improvements to Treatment Facilities-FY12	36,276 36,276 XT						36,276 36,276 XT
68E Improvements to Treatment Facilities-FY10	27,617 27,617 XT						27,617 27,617 XT
<b>TREATMENT FACILITIES - CAPITAL</b>	298,841	109,889	109,885	109,880	109,875	109,870	848,240
100 FB	100 FB	100 FB	100 FB	100 FB	100 FB	100 FB	600 FB
100 SB	100 SB	100 SB	100 SB	100 SB	100 SB	100 SB	600 SB
94,724 XN	89,807 XN	83,423 XN	89,570 XN	86,753 XN	77,355 XN	521,632 XN	
40,508 XR	19,882 XR	26,262 XR	20,110 XR	22,922 XR	32,315 XR	161,999 XR	
163,409 XT						163,409 XT	
<b>WATER</b>	950,242	293,251	299,510	300,819	302,181	303,897	2,449,900
250 FB	250 FB	250 FB	250 FB	250 FB	250 FB	250 FB	1,500 FB
20 PB	20 PB	20 PB	20 PB	20 PB	20 PB	20 PB	120 PB
250 SB	250 SB	250 SB	250 SB	250 SB	250 SB	250 SB	1,500 SB
226,629 XN	233,720 XN	232,345 XN	238,501 XN	235,693 XN	226,604 XN	1,393,492 XN	
106,926 XR	59,011 XR	66,645 XR	61,798 XR	65,968 XR	76,773 XR	437,121 XR	
616,167 XT						616,167 XT	

2016	2017	2018	2019	2020	2021	2016 - 2021
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000

## ZOOLOGICAL GARDENS

### PHILADELPHIA ZOO - CAPITAL

69	Philadelphia Zoo Facility and Infrastructure Improvements	2,280	5,850	5,100	2,700	10,860	7,250	34,040
		1,200 CN	850 CN	1,100 CN	1,700 CN	2,360 CN	2,250 CN	9,460 CN
		1,080 PB	5,000 PB	4,000 PB	1,000 PB	8,500 PB	5,000 PB	24,580 PB
69A	Philadelphia Zoo Facility and Infrastructure Improvements-FY15	3,950						3,950
		850 CT						850 CT
		3,100 PT						3,100 PT

	2016	2017	2018	2019	2020	2021	2016 - 2021
	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000
69B Philadelphia Zoo Facility and Infrastructure Improvements-FY14	674 674 CT						674 674 CT
69C Philadelphia Zoo Facility and Infrastructure Improvements-FY13	513 513 CT						513 513 CT
69D Philadelphia Zoo Facility and Infrastructure Improvements-FY11	19 19 CT						19 19 CT
69E Philadelphia Zoo Facility and Infrastructure Improvements-FY10	22 22 CT						22 22 CT
<b>PHILADELPHIA ZOO - CAPITAL</b>	7,458 1,200 CN 2,078 CT 1,080 PB 3,100 PT	5,850 850 CN	5,100 1,100 CN	2,700 1,700 CN	10,860 2,360 CN	7,250 2,250 CN	39,218 9,460 CN 2,078 CT 24,580 PB 3,100 PT
<b>ZOOLOGICAL GARDENS</b>	7,458 1,200 CN 2,078 CT 1,080 PB 3,100 PT	5,850 850 CN	5,100 1,100 CN	2,700 1,700 CN	10,860 2,360 CN	7,250 2,250 CN	39,218 9,460 CN 2,078 CT 24,580 PB 3,100 PT

2016	2017	2018	2019	2020	2021	2016 - 2021
\$x000	\$x000	\$x000	\$x000	\$x000	\$x000	\$x000